



**Orange County Social Services Agency
Children and Family Services Division
and
Orange County Probation Department**

System Improvement Plan (SIP)

November 7, 2009 – November 7, 2012


California's Child and Family Services Review System Improvement Plan

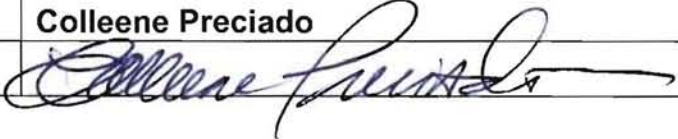
County:	Orange
Responsible County Child Welfare Agency:	Social Services Agency – Children and Family Services
Period of Plan:	November 7, 2009 – November 7, 2012
Period of Outcomes Data:	<i>Quarter ending December 2008</i>
Date Submitted:	<i>November 7, 2009</i>

County Contact Person for County System Improvement Plan

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Submitted by each agency for the children under its care

Submitted by:	County Child Welfare Agency Director (Lead Agency)
Name:	Ingrid Harita
Signature:	

Submitted by:	County Chief Probation Officer
Name:	Colleene Preciado
Signature:	

**Orange County Social Services Agency
Children and Family Services Division
and
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**System Improvement Plan (SIP)
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ORANGE COUNTY BOARD OF SUPERVISORS

MINUTE ORDER

October 06, 2009

Submitting Agency/Department: SOCIAL SERVICES AGENCY

Approve California-Child and Family Services Review, System Improvement Plan, 11/7/09 - 11/7/12; authorize Director and Chief Probation Officer or designees to execute and update plan and submit to State Department of Social Services - All Districts

The following is action taken by the Board of Supervisors:

APPROVED AS RECOMMENDED ☒ OTHER ☐

Unanimous ☒ (1) NGUYEN: Y (2) MOORLACH: Y (3) CAMPBELL: Y (4) NORBY: Y (5) BATES: Y

Vote Key: Y=Yes; N=No; A=Abstain; X=Excused; B.O.=Board Order

Documents accompanying this matter:

- ☐ Resolution(s)
- ☐ Ordinances(s)
- ☐ Contract(s)

Item No. 15

Special Notes:

Copies sent to:

CEO
SSA - Mike Ryan
10/7/09



I certify that the foregoing is a true and correct copy of the Minute Order adopted by the Board of Supervisors, Orange County, State of California.
DARLENE J. BLOOM, Clerk of the Board

By: _____

Deputy



AGENDA STAFF REPORT

ASR Control 09-001447

11A3

MEETING DATE: 10/06/09
LEGAL ENTITY TAKING ACTION: Board of Supervisors
BOARD OF SUPERVISORS DISTRICT(S): All Districts
SUBMITTING AGENCY/DEPARTMENT: Social Services Agency (Approved)
DEPARTMENT CONTACT PERSON(S): Mike Ryan (714) 541-7793
Gary Taylor (714) 704-8890

SUBJECT: Child and Family Services System Improvement Plan-Approval

CEO CONCUR
Concur

COUNTY COUNSEL REVIEW
N/A

CLERK OF THE BOARD
Consent Calendar
3 Votes Board Majority

Budgeted: N/A

Current Year Cost: N/A

Annual Cost: N/A

Staffing Impact: No

of Positions:

Sole Source: N/A

Current Fiscal Year Revenue: N/A

Funding Source: N/A

Prior Board Action: May 15, 2007 (Item # 21); September 28, 2004 (Item # 47)

RECOMMENDED ACTION(S):

1. Approve the California-Child and Family Services Review, System Improvement Plan for Orange County for the period of November 7, 2009 through November 7, 2012.
2. Authorize the Social Services Agency Director and the Chief Probation Officer, or their designees, to sign and submit the California-Child and Family Services Review, System Improvement Plan for the County of Orange to the California Department of Social Services.
3. Authorize the Social Services Agency Director and the Chief Probation Officer, or their designees, to update the California-Child and Family Services Review, System Improvement Plan for the County of Orange under the same terms and conditions through November 7, 2012.

SUMMARY:

Approval of the Orange County System Improvement Plan (SIP) will support compliance with the requirement to establish an operational agreement between the County and the State, which outlines plans for continuously improving the system of care and achieving desired outcomes for children and youth.

BACKGROUND INFORMATION:

National goals, established in 1997 through the Adoption and Safe Families Act (ASFA) for the Child Welfare System (CWS), are the safety, permanency, and well-being of children. To align with Federal performance standards, California State Law (AB 636) established a new Child Welfare Services Outcome and Accountability System. This new system became effective in January 2004, and is referred to as the California-Child and Family Services Review (C-CFSR). C-CFSR is based upon premises of ongoing quality improvement to CWS, interagency collaborations, community participation, and public reporting of program outcomes. The C-CFSR system requires that every three years, counties participate in a Peer Quality Case Review (PQCR), conduct a County Self-Assessment (CSA), and the development of a System Improvement Plan (SIP) based on feedback from the PQCR and CSA.

The Social Services Agency (SSA) hosted a PQCR during November 2008, which brings experienced peers from neighboring counties to assess the county's strengths and improvement areas for the CWS delivery system and social work practice. SSA and the Probation Department collaborated with various community partners to complete the CSA, which includes a retrospective analysis of local program operations and other systemic factors. On June 23, 2009, your Board approved the CSA and authorized SSA to submit it on behalf of the County to the California Department of Social Services (CDSS). SSA and Probation are returning to your Board for approval of the County's SIP which represents a commitment to specific measurable improvements in CWS programs and includes strategies and goals to improve outcomes for families. The attached SIP lists three goals for SSA and one goal for Probation. The SIP goals for SSA are: 1) No recurrence of maltreatment, 2) Reunification within 12 months by decreasing time to reunification, and 3) Increasing placement stability for all children in foster care. The SIP goal for Probation is: 1) improving emancipation outcomes. The approved SIP must be submitted to CDSS for their approval by November 7, 2009.

FINANCIAL IMPACT:

N/A

STAFFING IMPACT:

N/A

REVIEWING AGENCIES:

Social Services Agency Children and Family Services and Probation Department

ATTACHMENT(S):

1. SIP Cover Sheet
2. SIP Narrative
3. SIP Goal #1 - SSA
4. SIP Goal #2 - SSA
5. SIP Goal #3 - SSA
6. SIP Goal #1 - Probation
7. SIP Redesign Planning Council Members

8. SIP Team Membership
9. Peer Quality Case Review 2008 Executive Summary
10. County Self Assessment 2009 Stakeholders
11. County Self Assessment 2009 Executive Summary

**Orange County Social Services Agency
Children and Family Services Division
and
Orange County Probation Department**

System Improvement Plan (SIP)

November 7, 2009 – November 7, 2012

I. Social Services Agency/Children and Family Services (SSA/CFS):

The Orange County 2009 System Improvement Plan (SIP) and the 2009 County Self Assessment (CSA) have both been prepared with oversight from the Orange County Child Welfare Redesign Planning Council. This Planning Council is a subgroup of the Children's Services Coordination Committee (CSCC), a Board of Supervisors appointed group of children services professionals. This group provides guidance and executive-level decision making to a multi-agency group providing a variety of services to children in Orange County. See Attachment I for a list of Redesign Planning Council members. Members of an established SIP Team met regularly to prioritize outcomes for improvement planning. These team members were consulted and facilitated group discussion with stakeholders, community partners, birth parents and youth. These discussions served to prioritize outcomes for improvement planning, select outcome indicators, define improvement goals, establish strategies, and define milestones. See Attachment II for a list of SIP Team members as well as others who participated in the SIP process.

Input was gathered from a variety of stakeholders, using multiple collection methods, including focus groups, surveys, interviews, and questionnaires to complete the Peer Quality Case Review (PQCR), County Self Assessment (CSA) and the SIP. Stakeholders included County staff from SSA/CFS, California Work Opportunity and Responsibility to Kids (CalWORKs), Research, the Probation Department, and the Health Care Agency (HCA). Other participants included members of the judicial system, Department of Education, community service providers, resource families, law enforcement, birth parents, and youth. See Attachment III for the PQCR Executive Summary and list of stakeholders contacted as part of the County Self Assessment process, Attachment IV.

CFS Self Evaluation Team, SSA research analysts, and CWS Reports Team completed analysis and interpretation of outcome data for the CSA and SIP. Orange County data relating to outcome measures was discussed at the Redesign Planning Council meetings where SIP goals were agreed upon. See the Orange County CSA Executive Summary, Attachment V, for more information regarding data outcomes, and recommendations.

Analysis of Orange County data and feedback from stakeholders and the Redesign Planning Council members indicated that decreasing **1) Recurrence of Maltreatment, 2) Decreasing Time to Reunification, and 3) Increasing Placement Stability** were areas of highest priority for the SSA/CFS' SIP. Fluctuations in the recurrence of maltreatment are minimal and continues to be below the California State average. Orange County has seen a slight upward trend in these

numbers and chose this as a safety measure. The County has made significant improvements in the area of decreasing time to reunification; however, time to reunification remains a priority and has been identified as one of the SIP goals. Some strategies to improving this area are early family engagement and increased community partner collaboration. Significant improvements have been made in the area of placement stability over the past three years, and Orange County will continue to focus on this area for improvements through the implementation of the targeted strategies listed in these SIP Goals.

II. Probation Department:

The Orange County Probation Department System Improvement Team is comprised of the Placement Unit (a total of 11 people), including two Supervising Probation Officers (SPO) and the Field Services Director. The Placement Unit includes the two SPOs, seven case-carrying DPOs, as well as our Senior DPO – Placement Service Coordinator, and the Placement Monitor. The Placement Unit meets weekly, to staff new cases, restaff cases where minors have been terminated from programs, address new mandates, and to discuss issues/concerns as they arise.

In addition, the following is a list of people/agencies that were consulted for SIP input: CWS administrators, managers, and social workers, foster youth, parents, FFA caregivers, relative and non-relative caregivers, Juvenile Court Bench Officers, Orange County Department of Education Liaison, Orange County Mental Health and Orange County Health Care Agency PHN Liaison. In partnership with the Social Services Agency, the concerns of each of the core-represented groups were considered during the improvement plan process. Although there weren't specific representation from each group, on-going consultation will continue.

A review of feedback from the Peer Quality Case Review (PQCR) and County Self Assessment process, including input from stakeholders, and probation foster youth lead the Orange County Probation Department to determine that **improving emancipation services** will be their 2009 – 2012 SIP goal. In 2004, Probation's SIP goal focused on the creation of a Placement Management System that would be used in lieu of CWS/CMS to capture and track mandated functions. In 2007, Probation's SIP focused on Enhancing Emancipation Services for probation placement youth by increasing our collaboration efforts with Orange County Social Services' Emancipation Unit, the Orangewood Children's Foundation (who provides Independent Living Program (ILP) contracted services), our educational liaison (Foster Youth Services), as well as other providers/entities. A second goal was to begin inputting and tracking data into the California Connected by 25 Initiative (CC25I) Efforts to Outcomes (ETO) database; however, this did not come to fruition until July 2009. To date, the efforts of both SIPs have provided on-going technology and collaborative support.

In regard to our PQCRs, in 2006, our focus was on Increasing Successful Reunification and the 2008 PQCR focus was on Improving Emancipation Outcomes. Given the age of youth who are placed on probation and receive placement orders are primarily 15 and older, many youth will end up emancipating from foster care. Our focus areas allowed us to look at how we could more successfully reunify youth, and then how we could more successfully prepare them for emancipation. One of the common themes throughout both PQCRs was the minor's behavior/motivation was paramount to increasing either goal. Further, both PQCRs

acknowledged the staff's dedication, creativity, and rapport in working with the youth. During the 2008 PQCR and 2009 County Self Assessment, through interviews with both minors currently in the system as well as those who have emancipated, as well as written surveys, minors recognized their own behavior as the greatest factor for not achieving their case plan goals.

Currently, the Probation Department is working toward implementing Integrated Effective Probation Practices (outcome driven or research based form of community supervision services) throughout the structure of the organization. In order to accomplish this, the agency looks to implement (8) eight evidence-based principles¹: 1) assess actuarial risk/needs (assess an offender's likelihood to re-offend criminally), 2) enhance intrinsic motivation, 3) Target interventions at criminogenic factors, 4) utilize cognitive behavioral treatment methods, 5) increase positive reinforcement, 6) engage ongoing support in natural environments, 7) measure relevant processes/practices and 8) provide measurement feedback. Research has indicated that resources targeting moderate to higher-risk offenders are used more effectively. With this in mind, the Probation Department looks to focus efforts towards those offenders who are more likely to recidivate and address those specific needs that drive criminal behavior. In that our primary goal for our youth is to prepare them for continued education, employment and successful independent living, even if reunification is their goal, the pursuit of increased education outcomes and ability to gain and maintain employment is paramount for these youth. While the past SIP goal focused on Improving Emancipation Outcomes, it was through the collaboration process with our partners. This SIP focuses specifically on motivating youth. Behavior is identified as the priority, with education secondary. We are using the information received during our AB636 processes, as well as working with youth individually, to create ideas/methods that we can use to motivate them to improve their behavior, set short and long-term goals, and then achieve them. Further, with the allotment of Child Welfare Services Outcome Improvement Project (CWSOIP) funding, it allowed us to create a program where the minor could receive rewards that were valuable to them, allowed us to create goals for youth who were above or below average and be able to work with them on their unique issues and goals.

By bringing together our Department's goals of implementing Integrated Effective Probation Practices, our identified strengths of staff's dedication and creativity in working with youth, and the CWSOIP funding to support our SIP, we have chosen to create the Incentive Program as our SIP goal to motivate our youth in achieving their goals and simultaneously improving their overall emancipation outcomes.

¹ Adapted from Crime and Justice Institute (2009). *Implementing Evidence-Based Policy and Practice in Community Corrections*, 2nd ed., Washington, DC; National Institute of Corrections.

**Orange County Social Services Agency/Children and Family Services System Improvement Plan
SAFETY (November 7, 2009- November 7, 2012)**

Outcome/Systemic Factor:

Children are first and foremost, protected from abuse and neglect.

SAFETY – No Recurrence of Maltreatment

Of all children with a first substantiated referral during the 12-month study period, what percent did not have a subsequent substantiated referral within 6 months?

County's Current Performance:

Orange County's rate for "no recurrence of maltreatment" averages between 93.7% - 94% and is now slightly above the California State standard of 93.0%, demonstrating a decrease in subsequent referrals over the two and a half years since the previous County Self Assessment 2007/2008. This trend **is due to expanding early family engagement, increasing prevention and early intervention services, and improving family supports through linkages to community based resources.**

Percentages are fairly consistent across ethnicities and ages. White children have had an increase in recurrence of maltreatment compared to prior years, while Hispanic and Asian/Pacific Islander groups have had fewer recurrences of maltreatment. The oldest age group, 16 and 17 year olds, consistently have low recurrence rates. There are no apparent gender differences.

Due to the Agency's long-standing commitment to child safety, the following goals have been chosen to continue to decrease the rate of recurrence of abuse:

- Expand early family engagement
- Increase prevention and early intervention services
- Improve family supports through linkages to community-based resources

Improvement Goal 1.0

Expand Early Family Engagement

Strategy 1. 1

Enhance **Emergency Response (ER) Services with available funding resources.**

Strategy Rationale

An effective, strength-based, and integrated response to initial referrals of suspected child abuse and neglect will decrease the rate of subsequent referrals.

Milestone	1.1.1 Continue to expand the use of the field response protocol by teaming with law enforcement departments to facilitate joint assessments and emergency removals in cities where staff are regionally assigned.	Timeframe	<input type="checkbox"/> November 7, 2009-November 7, 2010 <input type="checkbox"/> November 7, 2010-November 7, 2011 <input checked="" type="checkbox"/> November 7, 2011-November 7, 2012	Assigned to	Deputy Director of Intervention and Prevention Services; and Program Managers of Child Abuse Registry (CAR), Emergency Response (ER), and Families and Communities Together (FaCT)
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	1.1.2 Assess and address Imminent Risk Team Decision Making (TDM) meeting challenges to increase TDM utilization.		<input checked="" type="checkbox"/> November 7, 2009-November 7, 2010 <input type="checkbox"/> November 7, 2010-November 7, 2011 <input type="checkbox"/> November 7, 2011-November 7, 2012		Deputy Director of Planning and Permanency Services; and Program Managers of Team Decision Making and Emergency Response (ER)
	1.1.3 Assess and address challenges of Emergency Removal TDMs regarding parachute cases.		<input checked="" type="checkbox"/> November 7, 2009-November 7, 2010 <input type="checkbox"/> November 7, 2010-November 7, 2011 <input type="checkbox"/> November 7, 2011-November 7, 2012		Deputy Director of Planning and Permanency Services; Deputy Director of Intervention and Prevention Services; and Program Managers of Team Decision Making and Emergency Response (ER)
	1.1.4 Quality Assurance Unit will conduct a survey and provide survey results, regarding African American Families involved in Removal Team Decision Making (TDM) meetings to determine if clients felt they had appropriate advocacy.		<input checked="" type="checkbox"/> November 7, 2009-November 7, 2010 <input type="checkbox"/> November 7, 2010-November 7, 2011 <input type="checkbox"/> November 7, 2011-November 7, 2012		Deputy Director of Planning and Permanency Services; Deputy Director of Intervention and Prevention Services; and Program Managers of Team Decision Making and Emergency Response (ER)
Strategy 1. 2 Expand services to promote early engagement with families.			Strategy Rationale ¹ Early provision of services that meet parents’ needs through information, support, and community-involved referrals will decrease the rate of subsequent recurrence of abuse.		
Milestone	1.2.1 Continue the use of Voluntary Placements as an alternative for families to court-ordered placement by meeting with parents at initial contact by CFS to assess and provide needed resources.	Timeframe	<input type="checkbox"/> November 7, 2009-November 7, 2010 <input type="checkbox"/> November 7, 2010-November 7, 2011 <input checked="" type="checkbox"/> November 7, 2011-November 7, 2012	Assigned to	Deputy Director of Intervention and Prevention Services; and Program Manager of Family Maintenance Collaborative Services (FMCS)
	1.2.2 Continue providing Family Maintenance Collaborative Services (FMCS) workers to California Work Opportunity and Responsibility to Kids (CalWORKs) regional offices to participate in their Prevention Services Multi-Disciplinary team meetings and assist with assessments of at-risk families.		<input checked="" type="checkbox"/> November 7, 2009-November 7, 2010 <input type="checkbox"/> November 7, 2010-November 7, 2011 <input type="checkbox"/> November 7, 2011-November 7, 2012		Deputy Director of Intervention and Prevention Services; and Program Manager of Family Maintenance Collaborative Services (FMCS)

<p>1.2.3 Increase parent mentor support to birth parents through partnerships with the community, such as Parents Taking Action (PTA) and Parent Mentor Programs.</p>		<input checked="" type="checkbox"/> November 7, 2009-November 7, 2010 <input type="checkbox"/> November 7, 2010-November 7, 2011 <input type="checkbox"/> November 7, 2011-November 7, 2012		Deputy Director of Planning and Permanency Services; and Program Managers of Team Decision Making and Family Engagement and Policy Development
		<input checked="" type="checkbox"/> November 7, 2009-November 7, 2010 <input type="checkbox"/> November 7, 2010-November 7, 2011 <input type="checkbox"/> November 7, 2011-November 7, 2012		Deputy Director of Planning and Permanency Services; and Program Managers of Team Decision Making and Family Engagement and Policy Development
		<input type="checkbox"/> November 7, 2009-November 7, 2010 <input checked="" type="checkbox"/> November 7, 2010-November 7, 2011 <input type="checkbox"/> November 7, 2011-November 7, 2012		Division Director and Deputy Directors of CFS
<p>1.2.6 Increase utilization of Family Resource Centers (FRCs) by reviewing their current parent education and counseling services and identifying any needed redesign of current programs.</p>		<input type="checkbox"/> November 7, 2009-November 7, 2010 <input type="checkbox"/> November 7, 2010-November 7, 2011 <input checked="" type="checkbox"/> November 7, 2011-November 7, 2012		Deputy Director of Intervention and Prevention Services; and Program Manager of Families and Communities Together (FaCT)

¹ Describe how the strategies will build on progress and improve this outcome or systemic factor

Improvement Goal 2.0 Increase Prevention and Early Intervention Services.					
Strategy 2.1 Expand prevention services.		Strategy Rationale ¹ Assignment of Social Services Agency/Children and Family Services (SSA/CFS) social workers to current intra-agency programs that provide pre-allegation screenings and support for at-risk families will potentially reduce recurrence of abuse.			
Milestone	2.1.1 Continue to assign Family Maintenance Collaborative Services (FMCS) workers to California Work Opportunity and Responsibility to Kids (CalWORKs) regional offices to participate in their Prevention Services Multi-Disciplinary team meetings and assist with assessments of at-risk families.	Timeframe	<input checked="" type="checkbox"/> November 7, 2009-November 7, 2010 <input type="checkbox"/> November 7, 2010-November 7, 2011 <input type="checkbox"/> November 7, 2011-November 7, 2012	Assigned to	Deputy Director of Intervention and Prevention Services; and Program Manage of Family Maintenance Collaborative Services (FMCS)
	2.1.2 Continue to utilize Early Childhood System of Care Developmental Screening program for children under the age of six entering the child welfare system.		<input checked="" type="checkbox"/> November 7, 2009-November 7, 2010 <input type="checkbox"/> November 7, 2010-November 7, 2011 <input type="checkbox"/> November 7, 2011-November 7, 2012		Deputy Director of Family Assessment and Shelter Services; and Program Manager of Orangewood Children’s Home Direct Services Staff
	2.1.3 Continue to collaborate and track utilization with Community Based Organizations (CBOs) in the implementation and development of Differential Response I (DR I) and Differential Response II (DR II).		<input type="checkbox"/> November 7, 2009-November 7, 2010 <input checked="" type="checkbox"/> November 7, 2010-November 7, 2011 <input type="checkbox"/> November 7, 2011-November 7, 2012		Deputy Director of Intervention and Prevention Services; and Program Managers of Child Abuse Registry (CAR) and Families and Communities Together (FaCT)
	2.1.4 Ensure appropriate referrals to SAFE Families Domestic Violence Project and Family Resource Centers (FRCs).		<input type="checkbox"/> November 7, 2009-November 7, 2010 <input checked="" type="checkbox"/> November 7, 2010-November 7, 2011 <input type="checkbox"/> November 7, 2011-November 7, 2012		Deputy Director of Intervention and Prevention Services; and Program Manager, Domestic Abuse Services Unit (DASU)
	2.1.5 Revise the SSA/CFS Case Termination Form (F063-25-117) to include a check box for social workers to refer parents to the CFS Parent Leadership program thereby increasing		<input checked="" type="checkbox"/> November 7, 2009-November 7, 2010 <input type="checkbox"/> November 7, 2010-November 7, 2011 <input type="checkbox"/> November 7, 2011-November 7, 2012		Deputy Director of Planning and Permanency Services; and Program Managers of Team Decision Making and Family Engagement and Policy Development

	connections between reunified parents and the CFS Parent Leadership Program.				
Strategy 2. 2 Expand early intervention services.			Strategy Rationale Addressing a family's unique needs by utilizing specially trained staff for individualized assessments will increase the success of referrals and services provided, decreasing recurrence of abuse and neglect.		
Milestone	2.2.1 Continue to ensure appropriate referrals to the Early Childhood System of Care Developmental Screening program for children under the age of six entering the child welfare system	Timeframe	<input checked="" type="checkbox"/> November 7, 2009-November 7, 2010 <input type="checkbox"/> November 7, 2010-November 7, 2011 <input type="checkbox"/> November 7, 2011-November 7, 2012	Assigned to	Deputy Director of Family Assessment and Shelter Services; and Program Manager of Orangewood Children's Home Direct Services Staff
	2.2.2 Review current available resources to assess their ability to meet the needs of clients, as identified in their court ordered case plans and design a comprehensive matrix of resources to address their needs in a timely fashion.		<input type="checkbox"/> November 7, 2009-November 7, 2010 <input type="checkbox"/> November 7, 2010-November 7, 2011 <input checked="" type="checkbox"/> November 7, 2011-November 7, 2012		Deputy Director of Family Assessment and Shelter Services; Deputy Director of Specialized Services and Program Support; Deputy Director of Continuing Family Services; and Program Managers of Placement Coordination Services and Resource Development and Management
	2.2.3 Continue to increase collaboration between senior social workers, Court, attorneys, birth parents, and child caregivers to share information regarding client needs, available services, and early intervention services by meeting regularly via the Family to Family Strategy Workgroups and quarterly community forums.		<input checked="" type="checkbox"/> November 7, 2009-November 7, 2010 <input type="checkbox"/> November 7, 2010-November 7, 2011 <input type="checkbox"/> November 7, 2011-November 7, 2012		Deputy Director of Continuing Family Services; Deputy Director of Family Assessment and Shelter Services; and Program Managers of all Court Programs.
	2.2.4 Continue use of SAFE Families Domestic Violence Project and collaboration with Multidisciplinary Team at four identified Courts with one to two social workers stationed at each court.		<input checked="" type="checkbox"/> November 7, 2009-November 7, 2010 <input type="checkbox"/> November 7, 2010-November 7, 2011 <input type="checkbox"/> November 7, 2011-November 7, 2012		Deputy Director of Intervention and Prevention Services; and Program Manager of Domestic Abuse Services Unit (DASU)

¹ Describe how the strategies will build on progress and improve this outcome or systemic factor

Improvement Goal 3.0 Improve family supports through linkages to community-based resources.				
Strategy 3.1 Increase community-based resources.		Strategy Rationale¹ Access to regionalized, community-based services will support family engagement and enable parents to remedy child welfare concerns. Community-based resources will also provide a continuum of services after the SSA/CFS assessment and/or case closure, potentially reducing recurrence of abuse and neglect.		
Milestone	3.1.1 Meet with various foundations and community stakeholders who currently support SSA/CFS to explore ways to expand and provide culturally appropriate and required resources.	Timeframe	<input checked="" type="checkbox"/> November 7, 2009-November 7, 2010 <input type="checkbox"/> November 7, 2010-November 7, 2011 <input type="checkbox"/> November 7, 2011-November 7, 2012	Division Director of CFS
	3.1.2 Continue to geographically regionalize assignment of caseloads to SSA/CFS staff.		<input checked="" type="checkbox"/> November 7, 2009-November 7, 2010 <input type="checkbox"/> November 7, 2010-November 7, 2011 <input type="checkbox"/> November 7, 2011-November 7, 2012	Deputy Director of Intervention and Prevention Services; Deputy Director of Continuing Family Services; and Program Managers of Families and Communities Together (FaCT) and all Court Programs.
	3.1.3 Increase facilitation of TDMs in targeted regionalized communities.		<input checked="" type="checkbox"/> November 7, 2009-November 7, 2010 <input type="checkbox"/> November 7, 2010-November 7, 2011 <input type="checkbox"/> November 7, 2011-November 7, 2012	Deputy Director of Planning and Permanency Services; and Program Manager of Team Decision Making
	3.1.4 Decrease the rate of recurrence of maltreatment by providing referrals for adequate aftercare services and community supports at the time of Exit from Placement TDMs.		<input checked="" type="checkbox"/> November 7, 2009-November 7, 2010 <input type="checkbox"/> November 7, 2010-November 7, 2011 <input type="checkbox"/> November 7, 2011-November 7, 2012	Deputy Director of Planning and Permanency Services; and Program Manager of Team Decision Making
	3.1.5 Assess the effectiveness and expansion of parent mentors participation at TDMs to provide support to birth parents.		<input checked="" type="checkbox"/> November 7, 2009-November 7, 2010 <input type="checkbox"/> November 7, 2010-November 7, 2011 <input type="checkbox"/> November 7, 2011-November 7, 2012	Deputy Director of Planning and Permanency Services; and Program Managers of Team Decision Making and Family Engagement and Policy Development

	3.1.6 Increase families' knowledge of and access to available community services before, during, and after dependency to provide prevention, maintenance, and after care support.		<input type="checkbox"/> November 7, 2009-November 7, 2010 <input checked="" type="checkbox"/> November 7, 2010-November 7, 2011 <input type="checkbox"/> November 7, 2011-November 7, 2012	Deputy Director of Intervention and Prevention Services ; Deputy Director of Continuing Family Services; Deputy Director of Family Assessment and Shelter Services; and Program Managers of Child Abuse Registry (CAR), Emergency Response (ER), and Placement Coordination Services
Describe systemic changes needed to further support the improvement goals. <ul style="list-style-type: none"> Budget challenges impact the number of Parent Mentor positions needed to provide Family Support Network (FSN) services. Stable and adequate funding is needed to meet improvement goals. County policies require a Memorandum of Understanding (MOU) for collocation of SSA/CFS staff in non-county buildings. Additional Team Decision Making (TDM) facilitator positions are needed to increase the number of TDM meetings, and to support multiple community locations. 				
Describe educational/training needs (including technical assistance) to achieve the improvement goals. <ul style="list-style-type: none"> Community partners and SSA/CFS staff will need additional training regarding Differential Response and Parent Mentor programs to increase their knowledge base and effective use of these services. Process groups will be held with SSA/CFS staff to discuss relevance, benefits, and training of increased TDMs for Exit Placements in the community. Community partners and SSA/CFS staff will need advanced training on family assessments, motivational interviewing, and the unique cultural and race dynamics affecting service delivery. 				
Identify roles of the other partners in achieving the improvement goals. <ul style="list-style-type: none"> Teaming with Domestic Violence (DV) courts, Health Care Agency (HCA), Probation, and DV Shelters to provide the SAFE Families Project. Partnering with Parent mentors in TDM meetings when appropriate. HCA, Probation, and Community Based Organizations (CBOs) shall partner with SSA/CFS to provide Wraparound services for youth, families, and caretakers. SSA/CFS shall continue to collaborate with California Work Opportunity and Responsibility to Kids (CalWORKs), HCA, Family Resource Centers (FRCs), and Community Based Organizations (CBOs) to provide Differential Response services. Explore Collaborative Community Court model for Dependency Court particularly for families with Family Reunification Plans. 				
Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals. <ul style="list-style-type: none"> Legislature changes needed to enhance Differential Response (DR) services delivery regarding confidentiality and sharing of information with Community Based Organizations (CBOs) and Faith Base Organizations (FBOs). 				

¹ Describe how the strategies will build on progress and improve this outcome or systemic factor

**Orange County Social Services Agency/Children and Family Services System Improvement Plan
PERMANENCE (November 7, 2009 – November 7, 2012)**

Outcome/Systemic Factor:

Children have permanency and stability in their living situations without increasing reentry to foster care.

PERMANENCE – Reunification within 12 months by decreasing time to reunification

County's Current Performance:

Orange County Children and Family Services (CFS) rate of reunification as measured by the reunification composite C1 (120.8), is slightly higher than the State's performance (114.1), both of which are below the National Standard score of 122.6. Interestingly, although Orange County exceeds the State performance in the overall composite score, performance on the three indicators that measure timeliness to reunification fall below the National Standard as well as California's overall performance. Specifically, the current reporting period indicated that 59% of children exiting care reunified within 12 months (measure C1.1) compared to the National Standard of 75.2% and California performance of 61.9%. The median time to reunification for those who reunified was 9.8 months (measure C1.2), compared to the National standard of 5.4 months and California performance of 8.5 months. As indicated by measure C1.3, 39.4% of children entering care within a six month study period reunified within 12 months, compared to the National standard of 48.4% and California performance of 45.2%. Although time to reunification is slower than desired, it is mitigated by Orange County's rate of successful reunifications. In measurements of re-entry to foster care following reunification, Orange County data demonstrates a current re-entry rate of 5.8%, which compares favorably with the National Standard of 9.9%, and a California statewide performance of 11.6%. It is also important to note that the re-entry composite contributes 46% to the overall reunification composite, explaining the County's relatively high composite performance compared to the State.

Although ethnic differences have not always been consistent between past quarters, recent statistics indicate that Black children have a lower rate of reunification and experience longer time to reunification compared to other ethnic groups, whereas Asian/Pacific Islander children have the highest rate and lowest median time to reunification. Black children are also the most likely to re-enter care within 12 months of reunification.

Analysis of Orange County practice and other systemic factors indicates that a wide range of issues contribute to the rate of reunification. Stakeholder feedback has indicated that all parties involved in reunification services need to be aware of federally mandated time frames, resources, and services that will assist the families to successfully reunify, as well as concurrently planning for permanency when the child first comes to the attention of CFS. Despite a comprehensive array of services available to support families, issues such as Juvenile Court continuances and contested hearings continue to be a challenge and a barrier to timely reunification. Additionally, resources that do not meet specific family issues, waiting list, and case plans delay parents' commitment to engaging in services, incomplete court ordered case plans and longer time to reunification. Further, social work practice that focus on court timelines rather than the readiness of families to reunify, and a lack of affordable housing and employment for families all contribute to a slower rate of reunification.

To increase the number of families reunifying within 12 months, strategies to increase early engagement of families in services, enhance services available to families, and facilitate timely management of family reunification cases will be implemented as follows:

- Promote early family engagement and on-going assessment of readiness for family reunification.
- Enhance supportive services/resources that meet the needs of families to complete court ordered service plans.

<ul style="list-style-type: none"> Assess, expand and improve natural resources such as family resource centers, caregiver support and training through linkages between community partners, clients and staff. Strengthen services for successful family reunification and aftercare supportive resources. 					
Improvement Goal 1.0 Promote early family engagement and on-going assessment of readiness for family reunification.					
Strategy 1. 1 Expand existing services to promote early family engagement.		Strategy Rationale¹ Early provision of services that meet parents' needs through information, support, and community-involved referrals will potentially decrease recurrence of abuse.			
Milestone	1.1.1 Continue utilization of Family Services Workers (FSWs) and expand these services to Specialized Family Services Program to engage parents at post detention who will likely have an FR case plan. Engagement to include early referral to services and to work with parents to ensure early family engagement with needed services.	Timeframe	<input checked="" type="checkbox"/> November 7, 2009-November 7, 2010 <input type="checkbox"/> November 7, 2010-November 7, 2011 <input type="checkbox"/> November 7, 2011-November 7, 2012	Assigned to	Deputy Director of Family Assessment and Shelter Services; and Program Manager of Court Services.
	1.1.2 Develop procedures to monitor, track, and evaluate implementation of TDM Action plans.		<input checked="" type="checkbox"/> November 7, 2009-November 7, 2010 <input type="checkbox"/> November 7, 2010-November 7, 2011 <input type="checkbox"/> November 7, 2011-November 7, 2012		Deputy Director of Planning and Permanency Services; Deputy Director of Continuing Family Services, and Program Managers of Team Decision Making and all Court Programs

¹ Describe how the strategies will build on progress and improve this outcome or systemic factor

Improvement Goal 2.0 Enhance prevention and supportive services/resources that meet needs of families to complete court ordered service plans.				
Strategy 2.1 Expand services to promote completion of court ordered service plans.		Strategy Rationale ¹ Identification of current contracted and non contracted services that provide early family engagement, screenings and support for at-risk families throughout the life of dependency cases.		
Milestone	2.1.1 Increase attendance at Parent Orientation sessions through collaboration with courts, parent mentors, and SSA/CFS staff.	Timeframe	<input checked="" type="checkbox"/> November 7, 2009-November 7, 2010 <input type="checkbox"/> November 7, 2010-November 7, 2011 <input type="checkbox"/> November 7, 2011-November 7, 2012	Deputy Director of Planning and Permanency Services; and Program Managers of Team Decision Making and Family Engagement and Policy Development
	2.1.2 Develop a evaluation tool that identifies the effectiveness of early family engagement between parent mentors and birth parents working towards family reunification.		<input checked="" type="checkbox"/> November 7, 2009-November 7, 2010 <input type="checkbox"/> November 7, 2010-November 7, 2011 <input type="checkbox"/> November 7, 2011-November 7, 2012	Deputy Director of Planning and Permanency Services; and Program Managers of Team Decision Making and Family Engagement and Policy Development
	2.1.3 Through the Redesign Planning Council hold focus groups comprised of stakeholders, parents and other community partners to assess current contracted services and supportive resources, identifying the most utilized and effective.		<input checked="" type="checkbox"/> November 7, 2009-November 7, 2010 <input type="checkbox"/> November 7, 2010-November 7, 2011 <input type="checkbox"/> November 7, 2011-November 7, 2012	Division Director and Deputy Directors of CFS; and Redesign Planning Council
	2.1.4 SSA/CFS and community partners to collaborate and develop a comprehensive regionalized matrix of services/resources for the purpose of assisting clients in the completion of case plans and successful family reunification.		<input type="checkbox"/> November 7, 2009-November 7, 2010 <input checked="" type="checkbox"/> November 7, 2010-November 7, 2011 <input type="checkbox"/> November 7, 2011-November 7, 2012	Division Director and Deputy Directors of CFS; Program Managers of CFS and Court Services; and Redesign Planning Council

¹ Describe how the strategies will build on progress and improve this outcome or systemic factor

Improvement Goal 3.0 Assess, expand, and improve natural resources such as family resource centers and caregiver support groups through linkages between community partners, clients and staff.					
Strategy 3.1 Increase collaboration between SSA/CFS and community based organizations with the objective of providing necessary resources to clients that meet their needs.		Strategy Rationale ¹ Access, expand, and continue to regionalize SSA/CFS and community based services that will support family engagement and enable parents to address their issues that brought them to the attention of Children and Family Services.			
Milestone	3.1.1 SSA/CFS to continue to collaborate with community based organizations with the objective of identifying current resources that meet clients' needs.	Timeframe	<input type="checkbox"/> November 7, 2009-November 7, 2010 <input type="checkbox"/> November 7, 2010-November 7, 2011 <input checked="" type="checkbox"/> November 7, 2011-November 7, 2012	Assigned to	Deputy Director of Intervention and Prevention Services; Deputy Director of Continuing Family Services; and Deputy Director of Family Assessment & Shelter Services; and Program Managers of Child Abuse Registry (CAR), Emergency Response (ER), Placement Coordination Services, and all Court Programs
	3.1.2 Hold countywide regional meetings with SSA/CFS staff and community partners. These meetings will promote the sharing of information and usage of community based resources. Access to this resource information will be provided on the SSA/CFS intranet.		<input type="checkbox"/> November 7, 2009-November 7, 2010 <input checked="" type="checkbox"/> November 7, 2010-November 7, 2011 <input type="checkbox"/> November 7, 2011-November 7, 2012		Deputy Director of Continuing Family Services; and Program Managers of all Court Programs
	3.1.3 SSA/CFS to increase utilization of onsite TDMs in targeted communities by requesting donated space and developing a TDM facilitator assignment procedure and protocol.		<input checked="" type="checkbox"/> November 7, 2009-November 7, 2010 <input type="checkbox"/> November 7, 2010-November 7, 2011 <input type="checkbox"/> November 7, 2011-November 7, 2012		Deputy Director of Planning and Permanency Services; and Program Manager of Team Decision Making
	3.1.4 Continue to provide referrals for services and community based supports at the time of TDM placement change meetings		<input checked="" type="checkbox"/> November 7, 2009-November 7, 2010 <input type="checkbox"/> November 7, 2010-November 7, 2011 <input type="checkbox"/> November 7, 2011-November 7, 2012		Deputy Director of Intervention and Prevention Services; Deputy Director of Specialized Services and Program Support; and Program Managers of Team Decision Making and Resource Development and Management

	3.1.5 Develop a strategy to implement a peer-mentor support program for new caregivers through new partnerships such as Foster Care Auxiliary Board, Kinship Supportive Services Program, and Orangewood Children's Home staff.		<input type="checkbox"/> November 7, 2009-November 7, 2010 <input type="checkbox"/> November 7, 2010-November 7, 2011 <input checked="" type="checkbox"/> November 7, 2011-November 7, 2012		Deputy Director of Continuing Family Services; Deputy Director of Family Assessment & Shelter Services; and Program Managers of Placement Coordination Services and all Court Programs
	3.1.6 Analyze current SSA/CFS data and National Center on Substance Abuse and Child Welfare (NCSACW) survey results from successfully reunified parents to identify what resources were useful in successful early family reunification and what, if any, cultural and racial barriers existed.		<input checked="" type="checkbox"/> November 7, 2009-November 7, 2010 <input type="checkbox"/> November 7, 2010-November 7, 2011 <input type="checkbox"/> November 7, 2011-November 7, 2012		Deputy Director of Continuing Family Services; Deputy Director of Family Assessment & Shelter Services; Deputy Director of Specialized Services and Program Support; and Program Managers of Placement Coordination Services, Resource Development and Management and all Court Programs
	3.1.7 Continue to recruit community stakeholders as participants to the monthly Eliminating Racial Disparities and Disproportionality (ERDD) Advisory group.		<input type="checkbox"/> November 7, 2009-November 7, 2010 <input type="checkbox"/> November 7, 2010-November 7, 2011 <input checked="" type="checkbox"/> November 7, 2011-November 7, 2012		Deputy Director of Planning and Permanency Services; and Program Manager of Family Engagement & Policy Development

¹ Describe how the strategies will build on progress and improve this outcome or systemic factor

Improvement Goal 4.0 Strengthen services for successful family reunification and aftercare supportive services.					
Strategy 4.1 Expand reunification services.			Strategy Rationale ¹ Provision of comprehensive services to reunifying families that emphasize early and intensive family engagement, such as parent mentorship and Team Decision Making will decrease recurrence of abuse and support successfully reunified families.		
Milestone	4.1.1 Explore capacity and cross system barriers to expanding Dependency Drug Court (DDC) Services to serve additional families.	Timeframe	<input type="checkbox"/> November 7, 2009-November 7, 2010 <input type="checkbox"/> November 7, 2010-November 7, 2011 <input checked="" type="checkbox"/> November 7, 2011-November 7, 2012	Assigned to	Deputy Director of Planning and Permanency Services; Deputy Director of Continuing Family Services; and Program Managers of all Court Programs

4.1.2 Continue to maximize funding for the provision of Wraparound Services.		<input checked="" type="checkbox"/> November 7, 2009-November 7, 2010 <input type="checkbox"/> November 7, 2010-November 7, 2011 <input type="checkbox"/> November 7, 2011-November 7, 2012		Division Director and Deputy Directors of CFS
4.1.3 Evaluate Parent Mentorship program capabilities to determine feasibility of expanding and increasing utilization of Parent Mentors in Parent Orientation sessions, TDMs, and warm-line assistance.		<input checked="" type="checkbox"/> November 7, 2009-November 7, 2010 <input type="checkbox"/> November 7, 2010-November 7, 2011 <input type="checkbox"/> November 7, 2011-November 7, 2012		Deputy Director of Planning and Permanency Services; and Program Managers of Team Decision Making and Family Engagement and Policy Development
4.1.4 Evaluate contract services to maximize the delivery of services with reduced funding.		<input type="checkbox"/> November 7, 2009-November 7, 2010 <input checked="" type="checkbox"/> November 7, 2010-November 7, 2011 <input type="checkbox"/> November 7, 2011-November 7, 2012		Division Director and Deputy Directors of CFS; and Program Managers of CFS and Court Services
4.1.5 Implement the Mother/Child Program at the Tustin Family Campus (TFC), a multi-use residential facility to evaluate the effectiveness of the services provided.		<input type="checkbox"/> November 7, 2009-November 7, 2010 <input type="checkbox"/> November 7, 2010-November 7, 2011 <input checked="" type="checkbox"/> November 7, 2011-November 7, 2012		Division Director and Deputy Directors of CFS
4.1.6 SSA/CFS and community partners to provide after-care services by collaborating, assessing and identifying services for clients that will assist in the support of successfully reunified families.		<input type="checkbox"/> November 7, 2009-November 7, 2010 <input type="checkbox"/> November 7, 2010-November 7, 2011 <input checked="" type="checkbox"/> November 7, 2011-November 7, 2012		Division Director and Deputy Directors of CFS
4.1.7 SSA/CFS to assess Concurrent Planning Families and develop a strategy to increase utilization if appropriate		<input type="checkbox"/> November 7, 2009-November 7, 2010 <input checked="" type="checkbox"/> November 7, 2010-November 7, 2011 <input type="checkbox"/> November 7, 2011-November 7, 2012		Deputy Director of Planning and Permanency Services; and Program Manager of Adoptions
Describe systemic changes needed to further support the improvement goal. <ul style="list-style-type: none"> • Social work positions are needed to maintain and increase Family Reunification, Family Services Worker (FSW) and Dependency Drug Court (DDC) referrals. • Consideration of contract expansion for Parent Mentor Program to increase early engagement and linkage to services with new families. • Additional parent mentor positions are needed to maintain and increase TDM attendance, Parent Orientation and warm-line. • Stable and adequate funding is needed to meet improvement goals. • Collaborating with community partners to identify and develop space needed to regionalize staff in the community. • A Memorandum of Understanding (MOU) will be required for collocation of SSA/CFS staff in non-county buildings. • Additional TDM facilitator positions are needed to facilitate increased number of community onsite TDM meetings. 				

- Health Care Agency (HCA), Public Defender's Office, and County Counsel will require increased funding to staff expansion of DDC and corresponding increase in testing and treatment expenses.
- Accurate and timely data entry into CWS/CMS of data fields that affect this performance outcome measurement.
- Explore Collaborative Community Court model for Dependency Court particularly for families with Family Reunification plans.

Describe educational/training needs (including technical assistance) to achieve the improvement goals.

- Community partners and SSA/CFS staff will need training regarding the different types of TDMs, purposes and when TDMs should be held.
- Community Partners and SSA/CFS staff will need training regarding Parent Orientation, Parent Leadership and Volunteers in relation to the warm-line and their roles with parents entering the dependency system.
- Process groups will be held with SSA/CFS staff to discuss relevance, benefits and responsibilities of Exit Placement and all Placement TDMs.
- Community Partners and SSA/CFS staff will build awareness of community ethnic and racial groups and its relationship to intervention and service delivery

Identify roles of the other partners in achieving the improvement goals.

- Juvenile Court shall continue to provide space for Parent Orientation sessions.
- Collaboration between Juvenile Court, HCA, Public Defender's Office, Probation and County Counsel shall consider fiscal support for consideration of expansion of DDC and Wraparound services.
- Probation, HCA, and Community Based Organizations (CBOs) shall team with SSA/CFS to provide assessments of at-risk youth and their families.
- Parent Mentors and Parent Leadership volunteers shall participate in TDMs when appropriate.
- HCA and CBOs shall partner with SSA/CFS to provide Wraparound services for youth, families and caregivers.
- SSA and the Public Defenders Office to collaborate in maximizing Family Services Workers resources.

Describe how the strategies will build on progress and improve this outcome or systemic factor

**Orange County Social Services Agency/Children and Family Services System Improvement Plan
STABILITY (November 7, 2009 - November 7, 2012)**

Outcome/Systemic Factor:

Children have permanency and stability in their living situations without increasing reentry to foster care.

STABILITY - 1-2 Placements in foster care

For all children in child welfare supervised foster care, what percent has no more than two placements?

County's Current Performance:

(C4) Reunification Composite

Orange County has made progress toward reaching the National Standard for placement stability as assessed by composite measure C4.

Performance on the placement stability composite has increased from an initial baseline score of 72.7 (44.1% of the National Standard) for July 2002 – June 2003 to 91.7 (81.0% of the National Standard) for January 2008 – December 2008. Performances on each of the three indicators that assess placement stability have also improved.

(C4.1) For all children in child welfare supervised foster care during the 12-month study period who had been in care for less than 12 months, what percent had no more than two placements?

- Data for this Federal measure demonstrates an increase in the percent of our children in care for 8 days to 12 months who have had no more than two placements while in care. The initial baseline rate of 69.0% (July 2002 – June 2003) has increased to 79.7% for the most recent report (January 2008 – December 2008), hovering below the Federal Goal of 86%, and just below the current California State performance of 82.2%.

(C4.2) For all children in child welfare supervised foster care during the 12 month study period who had been in care 12 to 24 months, what percent had no more than two placements?

- Data for this Federal measure demonstrates an increase in the percent of our children in care for 12 to 24 months who have had no more than two placements while in care. The initial baseline rate of 45.3% (July 2002 – June 2003) has increased to 63.4% for the most recent report (January 2008 – December 2008). Orange County is only 2% below the Federal Goal of 65.4%, and just above the current California State performance of 62.3%.

(C4.3) For all children in child welfare supervised foster care during the 12 month study period who had been in care more than 24 months, what percent had no more than two placements?

- Data for this Federal measure demonstrates an increase in the percent of our children in care for more than 24 months who have had no more than two placements while in care. The initial baseline rate of 23.6% (July 2002 – June 2003) has increased to 31.2% for the most recent report period (January 2008 – December 2008). Orange County is 10.6% below the Federal Goal of 41.8%, and slightly below the current California State performance of 33.4%.

Overall, Black children are the most likely group of children to have two or fewer placements within the first year of placement. However, Black children are the most likely to experience more than two placements compared to other ethnic groups when in care for more than 12 months, while Asian/Pacific Islander children are the most likely to experience two or fewer placements. Orange County Children and Family Services (CFS) is conducting data and case specific research through a special project called Eliminating Racial Disparities and Disproportionality (ERDD) Break Through Series Collaborative. This project is conducting data tracking and case research to assist Counties in re-examining

services provided. There is a collaboration between CFS and community partners to introduce disparities and disproportionality awareness and a review of possible contributing factors with the goal of understanding why disparities and disproportionality outcomes occur. For all three placement stability indicators, older children are less likely than younger children to have experienced two or fewer placements. There are no consistent differences in placement stability between boys and girls.

Placement Stability was chosen as a goal for improvement in the 2004 and 2007 System Improvement Plan. Through intensive, Agency-wide efforts that analyzed and improved policies, programs, and services, Orange County Social Services Agency/Children and Family Services (SSA/CFS) has succeeded in significantly improving placement stability for children in foster care, particularly during the first 12 months of out of home care. Orange County recognizes placement stability as a significant contributor to the well being of foster children and wishes to make further improvement in this area and, therefore, selected this outcome measure for the 2009 – 2012 System Improvement Plan. Emphasis of this outcome measure will address improvement in the placement stability of all children in care regardless of ethnicity or race, with the goal of two or fewer placements in 12 to 24 months, and placement stability of children in care longer than 24 months as assessed by measures C4.2 and C4.3.

The following goals have been chosen to improve placement stability:

- Increase support to caregivers
- Preserve existing placements
- Increase foster parent and relative caregiver resources

Improvement Goal 1.0

Increase Support to caregivers

Strategy 1. 1

Assess needs of caregivers and develop training, support services and other community resources that will support caregivers as well as enhance their communication with parents.

Strategy Rationale¹

Develop and maintain services for purposes of mutual support for parents and caregivers, resulting in more stable placements. Cross-training and support involving birth parents and caregivers will enhance parenting knowledge and skills and placement stability.

	1.1.1 Survey caregivers thru continued use of the Structured Decision Making (SDM) tools to assess their needs and determine barriers for support services.		<input checked="" type="checkbox"/> November 7, 2009-November 7, 2010 <input type="checkbox"/> November 7, 2010-November 7, 2011 <input type="checkbox"/> November 7, 2011-November 7, 2012		Deputy Director of Family Assessment and Shelter Services; Deputy Director of Specialized Services and Program Support; and Program Managers of Placement Coordination Services and Resource Development and Management
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¹ Describe how the strategies will build on progress and improve this outcome or systemic factor

System Improvement Plan Template

version 2.1

Milestone	1.1.2 Develop a workgroup to assess the ability to use existing SSA/CFS resources to provide support to caregivers; i.e., 24 hour availability of staff and urgent care.	Timeframe	<input checked="" type="checkbox"/> November 7, 2009-November 7, 2010 <input type="checkbox"/> November 7, 2010-November 7, 2011 <input type="checkbox"/> November 7, 2011-November 7, 2012	Assigned to	Deputy Director of Family Assessment and Shelter Services; and Program Managers of Placement Coordination Services and Orangewood Children's Home
	1.1.3 Develop and implement a supportive Mentor/Buddy System between experienced caregivers and new caregivers.		<input type="checkbox"/> November 7, 2009-November 7, 2010 <input checked="" type="checkbox"/> November 7, 2010-November 7, 2011 <input type="checkbox"/> November 7, 2011-November 7, 2012		Deputy Director of Family Assessment and Shelter Services; Deputy Director of Specialized Services and Program Support; and Program Managers of Quality Assurance/Foster Family Home, Placement Coordination Services, and Foster Parent Ombudsman
	1.1.4 Increase partnerships with Community Based Organizations (CBOs) to maintain and develop Neighborhood Based Support Systems for SSA/CFS children and parents.		<input type="checkbox"/> November 7, 2009-November 7, 2010 <input type="checkbox"/> November 7, 2010-November 7, 2011 <input checked="" type="checkbox"/> November 7, 2011-November 7, 2012		Division Director and Deputy Directors of CFS; and Program Managers of Recruitment, Development and Support (RDS), Family to Family Strategy Workgroup and Foster and Adoptive Family Development Team (FAFDT)
	1.1.5 Continue to track and explore the feasibility of increasing utilization of Icebreakers.		<input type="checkbox"/> November 7, 2009-November 7, 2010 <input type="checkbox"/> November 7, 2010-November 7, 2011 <input checked="" type="checkbox"/> November 7, 2011-November 7, 2012		Deputy Director of Family Assessment and Shelter Services; Deputy Director of Planning and Permanency Services; and Program Managers of Placement Coordination Services and Family Engagement and Policy Development
	1.1.6 Continue to track and explore the feasibility of increasing utilization of Parent Mentors.		<input type="checkbox"/> November 7, 2009-November 7, 2010 <input type="checkbox"/> November 7, 2010-November 7, 2011 <input checked="" type="checkbox"/> November 7, 2011-November 7, 2012		Deputy Director of Planning and Permanency Services; and Program Manager of Team Decision Making

	1.1.7 Develop a plan to implement use of Parent Leadership volunteers to support birth parents.		<input checked="" type="checkbox"/> November 7, 2009-November 7, 2010 <input type="checkbox"/> November 7, 2010-November 7, 2011 <input type="checkbox"/> November 7, 2011-November 7, 2012		Deputy Director of Planning and Permanency Services; and Program Managers of Team Decision Making and Family Engagement and Policy Development
	1.1.8 Develop the roles of Family Services Workers (FSWs) who will engage parents with a FR case plan at post detention. Engagement to include early referral to services and support to out-of-home caregivers to increase placement stability.		<input checked="" type="checkbox"/> November 7, 2009-November 7, 2010 <input type="checkbox"/> November 7, 2010-November 7, 2011 <input type="checkbox"/> November 7, 2011-November 7, 2012		Deputy Director of Family Assessment and Shelter Services; and Program Manager of Court Services
	1.1.9 Develop the Caregiver Support Interns Project. Interns to work with relative caregivers to provide resources and build supportive relationships.		<input checked="" type="checkbox"/> November 7, 2009-November 7, 2010 <input type="checkbox"/> November 7, 2010-November 7, 2011 <input type="checkbox"/> November 7, 2011-November 7, 2012		Deputy Director of Family Assessment and Shelter Services; and Program Manager of Placement Coordination Services
	1.1.10 Increase utilization of adoption mediation meetings to minimize placement moves and increase communication between birth families and caregivers by mediating visitation, establishing contact, and sharing vital information regarding the child/children.		<input type="checkbox"/> November 7, 2009-November 7, 2010 <input type="checkbox"/> November 7, 2010-November 7, 2011 <input checked="" type="checkbox"/> November 7, 2011-November 7, 2012		Deputy Director of Planning and Permanency; and Program Manager of Adoptions

Improvement Goal 2.0 Preserve existing placements.				
Strategy 2.1 Preserve existing placements		Strategy Rationale Intensive, individualized services that emphasize needs assessments, timely provision of information, and needed resources as well as integrated team approach to decision making will stabilize placements. Ensure inclusion of foster parents, birth parents and significant community partners in team meetings to encourage placement stability.		
Milestone	2.1.1 Explore the feasibility of increasing utilization of Icebreakers with foster parents and birth parents to promote early family engagement.	Timeframe	<input type="checkbox"/> November 7, 2009-November 7, 2010 <input type="checkbox"/> November 7, 2010-November 7, 2011 <input checked="" type="checkbox"/> November 7, 2011-November 7, 2012	Deputy Director of Planning and Permanency Services; Deputy Director of Family Assessment and Shelter Services; and Program Managers of Placement Coordination Services and Family Engagement and Policy Development
	2.1.2 Develop procedures to monitor, track, and evaluate implementation of TDM Action Plans		<input checked="" type="checkbox"/> November 7, 2009-November 7, 2010 <input type="checkbox"/> November 7, 2010-November 7, 2011 <input type="checkbox"/> November 7, 2011-November 7, 2012	Deputy Director of Planning and Permanency Services; Deputy Director of Continuing Family Services; and Program Managers of all Court Programs and Team Decision Making
	2.1.3 Develop the role of Family Services Workers (FSWs) who will engage parents with a Family Reunification case plan at post detention. Engagement to include early referral to services and to work with out-of-home caregivers to increase placement stability.		<input checked="" type="checkbox"/> November 7, 2009-November 7, 2010 <input type="checkbox"/> November 7, 2010-November 7, 2011 <input type="checkbox"/> November 7, 2011-November 7, 2012	Deputy Director of Family Assessment and Shelter Services; and Program Manager of Court Services
	2.1.4 Assess funding opportunities and barriers of duplicating the Wrap Around Model for non-wrap families.		<input type="checkbox"/> November 7, 2009-November 7, 2010 <input type="checkbox"/> November 7, 2010-November 7, 2011 <input checked="" type="checkbox"/> November 7, 2011-November 7, 2012	Deputy Director of Planning and Permanency Services; Deputy Director of Specialized Services and Program Support; and Program Managers of Resource Development and Management and Multi-Agency Family Partnership
	2.1.5 Collaborate with Foster Family Agencies (FFAs) to review current services, identify caregiver challenges, and develop strategies to increase placement stability.		<input type="checkbox"/> November 7, 2009-November 7, 2010 <input type="checkbox"/> November 7, 2010-November 7, 2011 <input checked="" type="checkbox"/> November 7, 2011-November 7, 2012	Deputy Director of Family Assessment and Shelter Services; Deputy Director of Continuing Family Services; and Program Managers of Placement Coordination Services and all Court Programs

	2.1.6 Increase communication between social workers, caregivers, court and educational system regarding educational needs and services for foster youth.		<input type="checkbox"/> November 7, 2009-November 7, 2010 <input type="checkbox"/> November 7, 2010-November 7, 2011 <input checked="" type="checkbox"/> November 7, 2011-November 7, 2012		Deputy Director of Family Assessment and Shelter Services; Deputy Director of Continuing Family Services; Program Managers of all Court Programs, Dependency Investigations, and Foster Youth Services
	2.1.7 Track Placement Preservation use of TDMs and their effectiveness for all placement preservation efforts.				Deputy Director of Planning and Permanency Services; and Program Manager of Team Decision Making
	2.1.8 Increase utilization of Concurrent Families earlier in child dependency cases to minimize placement moves.		<input type="checkbox"/> November 7, 2009-November 7, 2010 <input type="checkbox"/> November 7, 2010-November 7, 2011 <input checked="" type="checkbox"/> November 7, 2011-November 7, 2012		Deputy Director of Planning and Permanency services; and Program Managers of Adoptions and Placement Coordination Services
	2.1.9 Foster Youth Liaisons will provide additional education information to the assigned social workers and caregivers, with the goal of stabilizing the youths educational placement and in achieving a high school diploma.		<input checked="" type="checkbox"/> November 7, 2009-November 7, 2010 <input type="checkbox"/> November 7, 2010-November 7, 2011 <input type="checkbox"/> November 7, 2011-November 7, 2012		Deputy Director of Family Assessment and Shelter Services; Deputy Director of Continuing Family Services; and Program Managers of all Court Programs, Dependency Investigations, and Foster Youth Services

Improvement Goal 3.0

Increase foster parent and relative caregiver resources

Strategy 3.1**Recruit and support foster parents and relative caregivers for targeted populations and targeted areas.****Strategy Rationale¹**

Recruitment and support efforts for foster parents and caregivers (Relatives and NREFMs) in targeted communities utilizing pre-existing community groups will increase available resource homes, and stabilize placements in those homes through culturally appropriate and supportive services.

Milestone	3.1.1 Continue use of Efforts To Outcomes (ETO) tracking system and CWS/CMS to evaluate effectiveness of recruitment efforts.	Timeframe	<input type="checkbox"/> November 7, 2009-November 7, 2010 <input type="checkbox"/> November 7, 2010-November 7, 2011 <input checked="" type="checkbox"/> November 7, 2011-November 7, 2012	Assigned to	Deputy Director of Planning and Permanency Services; and Program Manager of Family Engagement and Policy Development
	3.1.2 Continue targeting Anaheim and Santa Ana for recruitment and placement resources.				Deputy Director of Family Assessment and Shelter Services; Deputy Director of Specialized Services and Program Support; Deputy Director of Planning

				and Permanency Services; and Program Managers of Foster and Adoptive Family Development Team and Placement Coordination Services
	3.1.3 Assess financial feasibility to implement 2007 Recruitment, Development & Support (RDS) Caregiver Survey recommendations.	<input type="checkbox"/> November 7, 2009-November 7, 2010 <input checked="" type="checkbox"/> November 7, 2010-November 7, 2011 <input type="checkbox"/> November 7, 2011-November 7, 2012		Deputy Director of Family Assessment and Shelter Services; Deputy Director of Specialized Services and Program Support; Deputy Director of Planning and Permanency Services; and Program Managers of Placement Coordination Services, Resource Development and Management, and Family Engagement and Policy Development
	3.1.4 Continue collaboration with community partners by meeting at Family to Family Strategy Workgroups and quarterly community forums to review past caregiver surveys, and develop strategies to address caregiver recruitment, retention, and support strategies.	<input type="checkbox"/> November 7, 2009-November 7, 2010 <input type="checkbox"/> November 7, 2010-November 7, 2011 <input checked="" type="checkbox"/> November 7, 2011-November 7, 2012		Deputy Director of Family Assessment and Shelter Services; Deputy Director of Specialized Services and Program Support; Deputy Director of Planning and Permanency Services; and Program Managers of Placement Coordination Services, Resource Development and Management, and Family Engagement and Policy Development
	3.1.5 Review Memorandums of Understanding (MOUs) and meet with local providers to encourage recruitment efforts of Intensive Treatment Foster Care (ITFC) foster homes.	<input checked="" type="checkbox"/> November 7, 2009-November 7, 2010 <input type="checkbox"/> November 7, 2010-November 7, 2011 <input type="checkbox"/> November 7, 2011-November 7, 2012		Deputy Director of Planning and Permanency Services, Deputy Director of Continuing Family Services; and Program Manager of Multi-treatment Transitional Services
	3.1.6 Review CWS and case information for all Orange County group home youth to determine their eligibility for ITFC foster home placement.	<input checked="" type="checkbox"/> November 7, 2009-November 7, 2010 <input type="checkbox"/> November 7, 2010-November 7, 2011 <input type="checkbox"/> November 7, 2011-November 7, 2012		Deputy Director of Planning and Permanency Services, Deputy Director of Continuing Family Services; and Program Manager of Multi-treatment Transitional Services

Strategy 3. 2 Assess current operational practices/systems to identify effectiveness, challenges and strategies to improve recruitment and support for foster parents.		Strategy Rationale ¹ Provide efficient and effective services that promote placement stability.	
Milestone	3.2.1 Develop and implement quality control measures and outcomes for TDMs to ensure consistency and effectiveness of services.	Timeframe	<input checked="" type="checkbox"/> November 7, 2009-November 7, 2010 <input type="checkbox"/> November 7, 2010-November 7, 2011 <input type="checkbox"/> November 7, 2011-November 7, 2012
	3.2.2 Evaluate data to determine common characteristics of failed placements and recommend effective interventions.		<input checked="" type="checkbox"/> November 7, 2009-November 7, 2010 <input type="checkbox"/> November 7, 2010-November 7, 2011 <input type="checkbox"/> November 7, 2011-November 7, 2012
	3.2.3 Explore funding opportunities in order to continue Family Finding and Engagement (FFE) services		<input type="checkbox"/> November 7, 2009-November 7, 2010 <input type="checkbox"/> November 7, 2010-November 7, 2011 <input checked="" type="checkbox"/> November 7, 2011-November 7, 2012
	3.2.4 Continue to evaluate utilization and effectiveness of Parent Mentors in TDMs, Parent Orientation sessions, Warm-line and Family to Family (F2F) strategy workgroups.		<input type="checkbox"/> November 7, 2009-November 7, 2010 <input type="checkbox"/> November 7, 2010-November 7, 2011 <input checked="" type="checkbox"/> November 7, 2011-November 7, 2012
	3.2.5 Develop a plan to implement use of Parent Leadership volunteers to support birth parents.		<input checked="" type="checkbox"/> November 7, 2009-November 7, 2010 <input type="checkbox"/> November 7, 2010-November 7, 2011 <input type="checkbox"/> November 7, 2011-November 7, 2012
	3.2.6 Review the practice and policy of urgent placements as related to short and long term placement outcomes.		<input checked="" type="checkbox"/> November 7, 2009-November 7, 2010 <input type="checkbox"/> November 7, 2010-November 7, 2011 <input type="checkbox"/> November 7, 2011-November 7, 2012
	3.2.7 Assess current SSA/CFS and community partner training with Court, TCD, and Probation to identify areas of interest that will promote cross-system training, cross-communication, better use of resources and increase/advanced training.		<input checked="" type="checkbox"/> November 7, 2009-November 7, 2010 <input type="checkbox"/> November 7, 2010-November 7, 2011 <input type="checkbox"/> November 7, 2011-November 7, 2012
		Assigned to	Deputy Director of Planning and Permanency Services; Deputy Director of Specialized Services and Program Support; and Program Managers of Team Decision Making and Resource Development and Management Deputy Director of Family Assessment and Shelter Services; and Self Evaluation Team Deputy Director of Planning and Permanency Services; and Program Manager of Transitional Planning Services Deputy Director of Planning and Permanency Services; and Program Manager of Team Decision Making Deputy Director of Planning and Permanency Services; and Program Managers of Team Decision Making and Family Engagement and Policy Development Deputy Director of Family Assessment and Shelter Services; and Program Manager of Placement Coordination Services All Deputy Directors and Program Managers of CFS

	3.2.8 Self Evaluation Team (SET) and Eliminating Racial Disparities and Disproportionality (ERDD) Advisory Groups continue to evaluate the use and application of information and data from sources such as Child Abuse Registry Statistics Application (CARSA), Structured Decision Making (SDM) and Berkley CWS-CMS Dynamic Report System.		<input type="checkbox"/> November 7, 2009-November 7, 2010 <input type="checkbox"/> November 7, 2010-November 7, 2011 <input checked="" type="checkbox"/> November 7, 2011-November 7, 2012		Deputy Director of Family Assessment & Shelter Services; Deputy Director of Specialized Services and Program Support; Deputy Director of Planning and Permanency Services; and Program Managers of Operational Support Services and Family Engagement and Policy Development
	3.2.9 Self Evaluation Team (SET) and Eliminating Racial Disparities and Disproportionality (ERDD) groups will continue to use information and data to raise staff and community awareness about ERDD and its impacts on case decision making.		<input type="checkbox"/> November 7, 2009-November 7, 2010 <input type="checkbox"/> November 7, 2010-November 7, 2011 <input checked="" type="checkbox"/> November 7, 2011-November 7, 2012		Deputy Director of Family Assessment & Shelter Services; Deputy Director of Specialized Services and Program Support; Deputy Director of Planning and Permanency Services; and Program Managers of Operational Support Services and Family Engagement and Policy Development

Describe systemic changes needed to further support the improvement goal.

- Social work positions are needed to increase and maintain Family Services Worker (FSW)
- Stable and adequate funding is needed to meet improvement goals
- Quality control measures and ongoing training of staff to ensure placement data is entered accurately and timely into CWS/CMS

Describe educational/training needs (including technical assistance) to achieve the improvement goals.

- Community Partners and SSA/CFS staff will need additional training regarding TDM roles, responsibilities, and expectations. Training will be provided by TDM and Training and Career Development (TCD) staff
- Community Partners and SSA/CFS staff will need additional training regarding Eliminating Racial Disparities and Disproportionality (ERDD) training which will be provided by Family to Family Liaisons, SSA/CFS Human Resources and Career Development (HRCDD) with the expectation of providing additional training to program managers, supervisors and social workers.
- SSA/CFS HRCDD will provide to SSA/CFS, and community partners a comprehensive training matrix to increase cross-training, collaboration, and cross-communication.
- National Center on Substance Abuse Child Welfare (NCSACW) and SSA/CFS/ Eliminating Racial Disparities and Disproportionality (ERDD) will provide a comprehensive resource and service matrix to clients after service providers receive training regarding the development and utilization of the matrix.
- The local community colleges and universities are encouraging educational opportunities to SSA/CFS and others to work towards a degree in a Masters of Social Work and/or Forensic Social Work.

Identify roles of the other partners in achieving the improvement goals.

- FRCs will provide resources for caregivers.
- Social work staff, birth parents, and caregivers will participate in process groups to discuss the values and benefits of Icebreakers and TDMs.
- Caregivers shall be asked to provide feedback regarding challenges and support services needed to improve placement stability.
- SSA/CFS will continue to partner with the faith based community and other community based organizations to support and recruit placement resources.
- SSA/CFS shall partner with Annie E. Casey Foundation – Family to Family Liaison to assess effectiveness and utilization of Family to Family Strategy Workgroups.
- SSA/CFS, Probation, Court, Health Care Agency and schools shall collaborate to provide/model supportive services similar to Wraparound Program.
- SSA/CFS shall partner with local community colleges and universities to provide training and support for staff and clients.
- Interns will be sought out and utilized for SSA/CFS support services for caregivers

Identify any regulatory or statutory changes needed to support the accomplishment of the improvement goals.

- No changes have been identified.

¹ Describe how the strategies will build on progress and improve this outcome or systemic factor

**Orange County Probation Department
(November 7, 2009- November 7, 2012)**

Outcome/Systemic Factor:

Improving Emancipation Outcomes

County's Current Performance:

The Orange County Probation Department will develop an Incentive Program as its goal for the 2009 System Improvement Plan (SIP). The organization looks to improve upon its emancipation services through the development of the Incentive Program. Studies have indicated that a system of care that includes a 4:1 ratio of incentives vs. corrective actions has been more likely to encourage behavior change. By utilizing the Child Welfare Services Outcome Improvement Project (CWSOIP) allotment (reference CFL 08/09-09), the probation department has secured a variety of gift cards and other inducements to encourage placement youth to participate in pro-social activities that will support a more well adjusted transition into adulthood. While the ultimate focus is on improving education, employment and transitional living outcomes, the foundation for these successes will be contingent on the agency's ability to encourage pro-social attitudes and behaviors.

In 2008, 39 youth emancipated from both placement and custody. Of these, 44% received their high school diploma and 5% obtained a GED. Historically, 50% of placement probation youth emancipate and leave the system with a high school diploma or GED. There have been countless reasons why educational results have not been more promising. The two (2) most significant of these factors have been the fact that; 1) the mean age of children entering the probation placement system have been 16.5 and 2) these children have come into the system with significant educational deficiencies. The goal of the incentive plan is to reward/encourage improved efforts while acknowledging successes. Former probation placement youth reported the department would be well served if it ensured there were enough school supplies for current placement youth. In addition to encouraging school participation and success, we look to use incentive options to address this gap as well. Finally, emancipated youth had also relayed suggestions that probation foster youth ought to be provided as much exposure to the collegiate process prior to leaving foster care. In an effort to address these concerns, the probation department intends to use the incentive program to improve upon high school progress so higher level education is a reality for more probation placement youth. . By providing incentives for youth to participate in college tours (familiarizing them with college campuses to lessen the intimidation), having them meet with college counselors ahead of time (so they know what they are working towards), and take aptitude tests to identify their strengths, and complete FAFSA paperwork timely, will assist youth in creating a realistic goal of attending college. In addition, by providing incentives for improved grades, making honor roll, enrollment in AP classes, and perfect attendance, will assist youth in becoming better students and increase their chances of continuing their education.

In 2008, 28% of probation placement youth were employed at the time they emancipated. By utilizing the incentive plan, the goal will be to encourage and acknowledge placement youth participation in employment preparation programs/activities (i.e. ROP, WIA and Job Fairs). Former probation foster youth encouraged the department to have more employment training opportunities for current and future placement youth, including assisting youth with preparing for job interviews.

Emancipation is a significant concern since 87% of probation placement youth are between the ages of 15 and 18. In order to support youth to become more involved in the emancipation process, the incentive program will be used to encourage youth to engage in those activities that will

make for a smoother transition into adult life (i.e. acquiring stable housing, maintaining consistent employment, meeting daily basic survival needs).

Other areas which are relevant to success for our youth is their behavior, motivation/attitude, self-esteem and socialization. The Incentive Program will also address these areas. Activities will include: reading specific books that focus on success, motivation, manners, etc.; participating in pro-social activities (sports, lessons, etc.); and participation in events that broaden our youth's horizons (visiting museums, participation in camps, etc.).

As indicated above, the overall goal of the incentive program will be to establish reachable short-term goals for probation foster youth. While the focus will be on education, employment and preparing for emancipation, the incentives will be used to encourage pro-social attitudes as well as productive behavior. As the program progresses, probation officers will work closely with placement youth and model how short/long term goals are set and achieved.

Lastly, an ancillary piece to the incentive program will be the development of a self improvement library. Former youth indicated that a library of materials would be critical with assisting youth manage the day to day struggles with teen, adolescent and young adult daily life. In fact, these same youth stated they would be willing to provide book or other reference material recommendations.

Improvement Goal 1.0

Improve emancipation services with primary focus on education and employment.

Strategy 1. 1

Implement Incentive Program

Strategy Rationale¹

To date, the Placement Unit has not had the availability of funds to create incentives for youth or address specific needs. Trying to motivate teenage youth has been a well-known challenge throughout time. Trying to motivate a placement youth, who has either been in "the system" for years, has a history of severe family dysfunction, suffers from mental health issues, and/or has substance abuse problems, creates a higher level of challenge. By creating a program that will allow youth at various ages and levels of ability, to strive toward short-term goals and receive acknowledgement and rewards for their accomplishments, will help generate positive feelings which will hopefully turn into motivation to propel them forward. Unfortunately, their successes are usually only recognized through verbal praise, and not usually recognized in tangible ways that truly benefit them.

¹ Describe how the strategies will build on progress and improve this outcome or systemic factor

Milestone	1.1.1 Create forms/databases for requesting and logging of incentive cards. Create information flyer about the program for youth and gift cards available to choose from. Obtain safe to maintain cards in.	Timeframe	November 7, 2009	Assigned to	Christina LaMorte Doreen Lore
	1.1.2 Have DPOs introduce Incentive Program to minors, caretakers and group home staff.		June 30, 2012 (on-going)		Case-carrying DPOs
	1.1.3 Create tracking system with Fiscal. Maintain records for audit purposes.		June 30, 2012 (on-going)		Christina LaMorte Lorna Winterrowd
Strategy 1. 2 Create a survey to establish a baseline and measure improvement for focus areas of the Incentive Program.			Strategy Rationale ¹ In order to measure whether the Incentive Program creates motivation in the youth to improve behavior/participate in various positive activities that effect outcomes in regard to education, employment and preparing for emancipation, a baseline needs to be created to determine at what level youth currently participate in these activities, etc. Looking solely for an improvement in long-term measurements (such as high school graduates or gaining employment) does not relate to whether short-term steps, improved grades and attitudes, effort toward preparing for and gaining employment, etc. are being made. Our goal will be to measure the minor's improved activities in preparing themselves for better outcomes.		
Milestone	1.2.1. Create survey and database for Incentive Program.	Timeframe	July 31, 2009	Assigned to	Christina LaMorte Doreen Lore
	1.2.2 Initial survey to be completed. Mid surveys to be completed. Final survey to be completed.		July 31, 2009 March 15, 2010 July 15, 2010		Case-carrying DPOs.
	1.2.3 Surveys to be input into database and statistics generated. Comparisons between mid and initial assessments, and final assessments to be made.		November 30, 2009 April 15, 2010 August 30, 2010		Christina LaMorte

Strategy 1. 3 Create a library for probation placement youth who are in custody and in placement.			Strategy Rationale ¹ In order to improve reading levels, create better students, educate for the purpose of creating motivation, understanding, and hope, as well as providing entertainment from fictional stories, a library for placement youth who are either placed or in custody will be beneficial.		
Milestone	1.3.1 Identify and purchase books on motivation, attitude, success Identify other areas gang, drugs, grief	Timeframe	June 30, 2012 (on-going)	Assigned to	Christina LaMorte
	1.3.2 Create labeling and log-out system for books. Create worksheet for appropriate books.		July 31, 2009 June 30, 2012 (on-going)		Christina LaMorte
	1.3.3 DPOs to obtain book suggestions for the library from the kids. Purchase appropriate books and add to library.		November 30, 2009 June 30, 2012 (on-going)		Case-carrying DPOs Christina LaMorte
Notes: For continued funding of the Incentive Program, additional funding sources will be sought dependent on whether CWPOIP monies are available for this fiscal year.					
Describe systemic changes needed to further support the improvement goal. To prolong the continuance of the Incentive Program, it is hoped the CWPOIP monies will be available for the 2010/2011 fiscal year.					
Identify roles of the other partners in achieving the improvement goals. DPOs will be working closely with group home staff, foster parents, and caretakers to not only support minors in their participation of the Incentive Program, but to also create opportunities for youth (such as coordinating college tours, transitional housing tours, taking the youth to the DMV for IDs, etc.) Our educational liaisons will be assisting in gathering GPA information for the Incentive Program surveys via the Foster Focus Database, as well they have agreed to help us coordinate college tours, and other activities around furthering education.					

¹ Describe how the strategies will build on progress and improve this outcome or systemic factor

**Orange County Social Services Agency, Children and Family Services Division
System Improvement Plan (SIP)**

REDESIGN PLANNING COUNCIL MEMBERS

ORGANIZATION	NAME
Boys Town	Rhodes, Keith
Children and Family Commission	Miller, Brandy
Children and Family Futures	Gardner, Sidney Otero, Cathleen
Child Guidance Center	Pack, Lori
County Counsel	Frost, Carolyn
Court Appointed Special Advocate (CASA)	Bradbard, Greg
Family Support Network (FSN)/Parent Mentor Program	Smith, Linda
Health Care Agency (HCA)	Chitty, Deborah Rogers, Patricia
Health Care Agency/Children and Youth Services (CYS)/Continuing Care Placement Unit (CCPU)	Magana, Holly
Health Care Agency/Alcohol and Drug Abuse Services (ADAS)	Martino, John O'Brien, Brett
Health Care Agency/Mental Health Services	Todd, Theri
Juvenile Justice Commission (JJC)	Mays, Susan Singer, Melanie
Olive Crest	Bergstrom, Karen Singleton, Bill
Orangewood Children's Foundation (OCF)	Soden, Mary Ann
Birth Parent	Carmel, Lisa Estrada, Yvette Workman, Tim
Raise Foundation	Brammer, Russell
OC Probation Department	Jenkins, Mack Prieto, Bryan
OC Social Services Agency/Administrative Services Division	Barker, Margene O'Neil, Robin
OC Social Services Agency/Children and Family Services Division	Amezcuca, Raquel Avila, Desiree Bloxom, Anne Churchill, Denise Davis, Nancy Gallagher, Ray Lubchenko, Noreen Paulson, Pam Rodriguez Farr, Maritza Ryan, Mike Taylor, Gary
OC Social Services Agency/Family Self-Sufficiency Division	Boozan, Pam Solé, Jorge
Orange County Department of Education	DeGarmoe, Betsy Martin, Rick Price, Ted
Regional Center of Orange County	Kavli, Mary

Orange County Social Services Agency, Children and Family Services Division

SIP TEAM MEMBERSHIP 2009

Annie E. Casey Foundation Liaisons and Technical Advisors
Birth Parents
Child Abuse Prevention Council
County Counsel
Family Resource Centers
Foster Parents
Foster Youth
Health Care Agency/Mental Health Services
Health Care Agency/Public Health Nurses
Juvenile Court Bench, Commissioners and County Counsel
Native American Tribe Liaison
Orange County Child Welfare Redesign Planning Council
Boys Town
Court Appointed Special Advocate (CASA)
Children and Family Futures
Child Guidance
Family Support Network (FSN)
Health Care Agency/Children and Youth Services
Health Care Agency/Alcohol and Drug Abuse Services (ADAS)
Orangewood Children's Foundation
Families and Communities Together (FaCT)
Raise Foundation
Orange County Department of Education/Foster Youth Services
Orange Unified School District
Probation Department
Social Services Agency/Administration Division
Social Services Agency/Children and Family Services Division
Social Services Agency/Human Resources & Career Development
Social Services Agency/Information Technical Support
Strategy Workgroups
Building Community Partnerships (BCP)
Recruitment, Development, and Support RDS)
ChildShare
Olive Crest
Royal Friend's Clubs
Saddleback College
Self Evaluation Team (SET)

**County of Orange Children and Family Services
Peer Quality Case Review (PQCR) - November 2008
Executive Summary**

PQCR Introduction and Background

In 2001, the California legislature passed the Child Welfare System Improvement and Accountability Act (AB636) with a goal of improving outcomes for the children and families being served in the child welfare system. Through Welfare and Institutions Code 10601.2, the California Outcome and Accountability System was established, and implemented in 2004. The process provides oversight focused on measuring outcomes in the areas of child safety, permanence and child and family well-being. The four components of the process for each of the 58 Counties are:

- Outcome data for California and all Counties
- A comprehensive County Self Assessment (CSA) of County Child Welfare outcomes
- Peer Quality Case Reviews (PQCR) to be conducted every three years; and a
- System Improvement Plan (SIP) which details how performance improvements will be made

The PQCR provides a qualitative understanding of actual practice in the field to illuminate strengths and challenges encountered by child welfare social workers. The Children and Family Services (CFS) and Probation workforces, community partners and families receiving services are all part of this interactive, in-depth process. Participants are provided with an opportunity to share their thoughts and ideas related to the identified County focus area and to articulate what they perceive as the respective strengths and challenges. The process further provides recognition for staff's overall job knowledge and expertise.

The Orange County Social Services Agency/Children and Family Services (OCSSA/CFS) in partnership with the Orange County Probation and the California Department of Social Services (CDSS) held its second PQCR in November 2008.

PQCR Focus Area

The "No Recurrence of Maltreatment" outcome was selected as the focus area for Orange County's second PQCR. This outcome measure captures the number of families with a substantiated child abuse referral who had a second substantiated referral within six months. Although Orange County (OC) is considered a high performing county related to this outcome, a slight downward trend occurred in 2007 (OC was at 92.7% compared with the National Standard being 94.6%). This measure was incorporated in Orange County's 2007 System Improvement Plan. The selection of this topic as the focus area speaks to the fact that OCSSA/CFS:

- Places a high priority on child and family safety
- Considers safety as basic to all child welfare policy, practice and reform
- Views the commitment to detect and prevent recurrence of abuse/neglect as a fundamental responsibility to the children/families we serve

Due to the complexity of the selected focus area and the significant number of Child Abuse Referrals received each year (39,326 in 2007), further parameters were needed. This resulted in a

more specific focus on the allegation type of “Neglect.” Referrals/cases were randomly selected by the PQCR Planning Committee, in consultation with management, research staff and CDSS.

OCSSA/CFS hosted Los Angeles, San Diego and Riverside County staff, who conducted over forty interviews with social workers from the Emergency Response (ER) and Voluntary Family Services Programs. These social workers had provided services to the families in the sample selection. The interview process captured staff’s candid feedback on:

- “Promising practices” that would prevent the recurrence of abuse and neglect
- “Systemic barriers” interfering with effective intervention/prevention of future child abuse or neglect

Focus groups added depth to the information gathered, while also giving voice to additional staff, clients, community partners and emancipated youth. CFS held Focus Group meetings with parents and youth, who were involved in CFS services, community service providers, line supervisors and social work staff from a variety of other CFS programs, to gain additional perspectives related to the focus area.

PQCR Preparation

In collaboration with the California Department of Social Services (CDSS) and the Public Child Welfare Training Academy (PCWTA), CFS and Probation began preparing for the PQCR in May 2008. The Planning Committee, comprised of CFS Quality Assurance staff, a Supervising Deputy Probation Officer, CDSS consultant and the PCWTA trainer, held regular and ongoing meetings to address the various aspects of the project including:

1. Informing, Educating and Preparing Staff for the PQCR
2. Selection of Participating Peer Counties
3. Determining the Composition of the Interview Teams and Panels
4. Selection of and Analysis of the Sample Group
5. Development of the Interview and Debrief Tools
6. Development of County Specific Training and Orientation Curriculum
7. Selecting and Securing the PQCR Site and Other Logistics
8. Collection/Provision of Case/Referral Information to Peer County Interviewers
9. Obtaining Collateral Information-from Focus Groups and Surveys
10. Arrangement/Organization of the Interview Schedules
11. Collection of Data and Tracking Information for the Final Report

Data Collection

Information was obtained from individual CFS staff, at the social worker and supervisory levels as well as from clients, youth and community partners in the following areas:

1. Promising Practices
2. Barriers and Challenges
3. Training Needs
4. Systemic/Policy Changes
5. Resource Issues
6. Areas Needing State Technical Assistance

The focus group interview tools were specifically designed to gather information in these areas. Further, the daily and final debriefing sessions served as a forum to ensure that the interviewees’ main points were appropriately captured and documented.

Summary of Findings

Children and Family Services

The most notable promising practice identified were the skills, abilities and dedication of the CFS social work staff. Additionally, several other key elements were noted including:

- Implementation of preventative programs designed to provide families with early assistance and resources such as Differential Response and Healthy Tomorrows
- Availability of the Family Resource Centers to develop successful community partners
- Enhanced collaboration/partnership with law enforcement agencies

These were identified as practices/programs that could potentially reduce child maltreatment.

Various services were recognized as benefiting the children and families, such as the structure and guidance of:

- Orangewood Children's Home
- Court Appointed Special Advocates
- Parent-Child Interaction Therapy
- Transitional Housing/Transitional Independent Living Plans

The main barriers and challenges identified related to staff's workload:

- Number of referrals/cases assigned
- Added mandates and/or procedural steps to the Emergency Response process
- Time requirements related to writing and closing referrals

Another noted concern was the inconsistencies in "Supervisor" decisions/styles related to the disposition of the Emergency Response referrals.

The topic of training generated many suggestions. Ideas such as:

- Promoting more "hands on/on the job training"
- Increasing mentorship opportunities
- Increasing the frequency of ride-a-longs with supervisory and management staff
- Continual training geared towards a more "advanced" level related to the population and issues in Orange County
 - Ensuring all levels of staff, including program management, participate together in the trainings
 - The need to fully train newly promoted supervisory staff and continual training for veteran supervisory staff

A wide variety of recommendations regarding systemic and policy changes were made during the PQCR. Some of the highlights overlapped with the identified training areas. Systemic and policy highlights included:

- Standardization of Emergency Response Practice
- Training and promotion of effective/specialized ER supervisors
- Improving staff's morale by:
 - Ensuring equal/consistent and timely distribution of assignments
 - Resolution of the "dissonance" between supervisors

Specific services and resources were noted to be positive and beneficial to families:

- Specific Parent Education related to age and need
- Personal Empowerment Program

- Recovery Module in the Perinatal Program
- Life Skill classes that assist families in attaining a GED, Vocational Training, Drivers License, etc.

In relation to available resources to staff, additional “after hour” (ER second shift) support services such as Public Health Nurses, and Computer/Site Support were deemed as the most important resource to assist the ER social workers in performing their work in a timely and effective manner.

Areas identified as needing state technical assistance were mostly related to the following:

- CWS/CMS - specific limitations of options/functioning when documenting referrals
- SDM - tools need to be modified to improve functionality and reliability in order to restore social workers’ belief in their validity/effectiveness

The PQCR process identified a variety of areas related to Orange County’s strengths and barriers to improve the “No Recurrence of Maltreatment” outcome. Despite the barriers identified, it was encouraging to have the peer county interviewers make consistent mention of the commitment and dedication they heard from Orange County staff. Review and discussion of the identified strengths and barriers will continue at a variety of levels.

Orange County Social Services Agency, Children and Family Services Division

County Self Assessment Stakeholders 2009

Agency/Entity/Contact
Adoption Consortium Members Alpha Adoptions Canyon Acres ChildNet ChildShare Family Connections Christian Adoptions Hannah's Children's Homes Hope 4 Kids Independent Adoption Center Juvenile Justice Center Kinship Center Koinonia Family Services Latino Family Institute Nightlight Christian Adoptions Olive Crest
Anaheim Family Justice Center (AFJC)
Annie E. Casey Foundation Site Visits (AECF)
Association of Foster Family Agencies (AFFA) ABC FFA Advantage FFA Beta Foster Care Concept 7 FFA Crittenton FFA David and Margaret FFA McKinley Children's Center FFA Nuevo Amanecer Latino FFA Olive Crest Optimist FFA Our Small World Serenity FFA
Birth Parents
Continuing Care Placement Unit (CCPU)
Child Abuse Services Team (CAST)
Child Guidance (Domestic Violence Support Group – Spanish speaking)
Children and Family Commission of Orange County
Children & Family Services/CalWORKs Linkage Group
Contract Providers
Emancipated Youth (including Transitional Housing Program (THP+))
Youth (foster, group home and relative)
Emergency Shelter Homes (ESH)
Families and Communities Together/Family Resource Center/Oakview
Families and Communities Together/Family Resource Center/Salk
Foster Care Auxiliary
Foster Parents (Foster Care Advisory Board-FCAB)
Foster Parents, Spanish Speaking
Health Care Agency Alcohol and Drug Abuse Services
Health Care Agency/Public Health Nurses
Juvenile Court Bench/Judge Kirkwood
Juvenile Court Bench/Judges/Commissioners/Dependency

Orange County Child Welfare Redesign Planning Council Birth Parents Boys Town Court Appointed Special Advocate (CASA) Children and Family Futures Child Guidance Family Support Network (FSN) Health Care Agency/Children and Youth Services Health Care Agency/Alcohol and Drug Abuse Services (ADAS) Orangewood Children's Foundation Families and Communities Together (FaCT) Social Services Agency/Children and Family Services Division Social Services Agency/Family Self Sufficiency Division Raise Foundation
Orange County Children's Attorneys/ La Flamme Office
Orange County/County Counsels
Orange County Employee Association
Orange County Public Defenders/Contract Attorneys
Shelter Services Meeting (Domestic Violence) CFS/Team Decision Making (TDM) Community Service Programs Human Options Interval House Laura's House Orange County Superior Court Women's Transitional Living Center
Strategy Workgroups <i>Building Community Partnerships (BCP)</i> <i>Educational Outcomes & AB490 Liaisons</i> Court Appointed Special Advocate (CASA) Children and Family Commission of Orange County Community Service Programs (CSP) Foster Parents Orange County Department of Education/Foster Youth Services Orange Unified School District Orangewood Children's Foundation (OCF) Saddleback Community College Santa Ana Unified School District/AB 490 Liaisons Social Services Agency/Children and Family Services Division Social Services Agency/Information Technical Support <i>Eliminating Racial Disparities and Disproportionality (ERDD)</i> Court Appointed Special Advocate (CASA) County Counsel Family Support Network (FSN) Minnie Street Family Resource Center Orange County Human Relations Commission (OCHRC) Orange County Department of Education (OCDE) Raise Foundation Public Defender's Officer Santa Ana Unified School District & AB490 Liaisons Social Services Agency/Administration Division Social Services Agency/Children and Family Services Division Social Services Agency/Human Resources & Career Development <i>Recruitment, Development, and Support RDS)</i> ChildShare Olive Crest Royal Friend's Clubs Saddleback College Social Services Agency/Children and Family Services Division <i>Self Evaluation Team (SET)</i>
Orange County Christian Mentoring Alliance (OCMMA)
Police Departments (Anaheim, Santa Ana, Placentia, Orange)

Relative/Non-Relative Extended Family Member (NREFM) caregivers
Social Services Agency/Children and Family Services Staff Clerical Emergency Response (ER) Foster Care Eligibility Healthy Tomorrows Integrated Continuing Services I & II (ICS I & II) Investigation (INV) Multi-Treatment Transitional Services (MTS) Placement Coordination (Diversion, Placement, and Relative Assessment Unit) Specialized Family Services (SFS) Team Decision Making (TDM) – Facilitators Meeting Voluntary Family Services (VFS) Wraparound
Social Services Agency/Family Self Sufficiency Staff

**Orange County Social Services Agency
Children and Family Services Division
&
Probation**

**California Child and Family Services Review
County Self Assessment Report
July 2009**

EXECUTIVE SUMMARY

SUMMARY:

This County Self Assessment (CSA) report documents and summarizes on-going efforts by the Orange County Social Services Agency (SSA) Children and Family Services (CFS) Division and the Orange County Probation Department (Probation) to provide services that protect children from abuse and neglect, support permanency and stability, preserve and strengthen family and community relationships, and ensures child wellbeing. Approval of the California Child and Family Services Review County Self Assessment (CSA) Report for the period of 2006 – 2009 will support compliance with the requirement to complete an assessment of child welfare and probation data and systems, which identifies challenges and strengths and outlines plans for continuously improving the system of care for children and youth and achieving desired outcomes.

BACKGROUND INFORMATION:

National goals established in 1997 through the Adoption and Safe Families Act (ASFA) for the Child Welfare System (CWS) are safety, permanency, and the well-being of children. To align with Federal performance standards, California State Law (Assembly Bill 636) established a new Child Welfare Services Outcome and Accountability System. This new system, effective January 2004, is referred to as the California-Child and Family Services Review (C-CFSR). C-CFSR operates on a philosophy of continuous quality improvement, interagency partnerships, community involvement, and public reporting of program outcomes.

Principal components in the three phase cyclical C-CFSR process include County Peer Quality Case Reviews (PQCR): County Self-Assessments (CSA); and CFS and Probation Three-Year System Improvement Plans (SIP) with annual updates. Two additional principal components include quarterly data reports published by the California Department of Social Services (CDSS) and state technical assistance and monitoring. This system maximizes compliance with Federal regulations for the receipt of Federal Title IV-E and Title IV-B funds.

The Social Services Agency (SSA) in collaboration with the Orange County Probation Department and various community partners completed two previous CSAs in June 2004 and January 2007. The 2009 CSA will be available to view on www.family2familyoc.com and www.OC4Kids.com June 30, 2009. SIPs were developed from the PQCRs and CSAs and approved by the Board on September 28, 2004 and May 17, 2007.

The C-CFSR Cycle:

1. PQCR:

The Peer Quality Case Review (PQCR) is one of the three components in the cyclical California-Child and Family Services Review (C-CFSR) process. “No Recurrence of Maltreatment” was selected as the focus area for Orange County’s second PQCR. The purpose of the PQCR is to learn through examination of county practice and systemic processes, how to improve Children and Family Services (CFS) and Probation services in specific focus areas. Findings from the PQCR completed on November 7, 2008, indicated that CFS staff would like additional ongoing training, specifically for the Emergency Response (ER) Programs regarding identification of abuse, review of the Penal and Welfare and Institutions Code (WIC), working with law enforcement, interviewing and investigative techniques, increasing communication between supervisors and social workers, and increasing resources to clients.

Other identified CFS strengths are the skills, abilities and dedication of the social work staff, as well as the implementation of promising practices and prevention programs designed to provide families with early assistance and resources. Some of the specific programs and practices identified were Differential Response, Healthy Tomorrows, Family Resource Centers (FRCs), and enhanced collaboration with Law Enforcement Agencies and other partners.

Additional findings focused on CFS barriers and challenges that included staff's workload both in terms of number of referrals/cases assigned and the added mandates and/or procedural steps to the Emergency Response process. The time requirements related to writing and closing referrals was seen as an additional challenge along with the inconsistencies in "Supervisor" decisions/styles related to the disposition of the emergency referrals. Further, it was indicated that social workers wanted more training to help them work effectively with their clients. Recommendations were to offer training that was "hands on/on the job training", increased mentorship opportunities and implementing ride-a-longs with supervisory and management staff. Additionally, staff consistently requested advanced level training specific to the populations and issues their cases relate to.

Highlights of the PQCR - CFS recommendations were:

- Standardization of Emergency Response Practice
- Training and promoting effective/specialized ER supervisors
- Improve staff morale by ensuring equal, consistent and timely distribution of assignments
- Provide age/needs specific Parent Education classes
- Provide Personal Empowerment Programs
- Include a Recovery Module in the Perinatal Program
- Offer Life Skill classes that would assist families in attaining a GED, Vocational Training, Drivers License, etc.
- Ensure after-hour support such as public health nurses and computer site support to assist ER social workers in performing their work in a timely and effective manner
- Enhance CWS/CMS –limitations of options and functioning which cause barriers in documenting referrals
- Improve SDM tool related to functionality and reliability in order to restore social worker's belief in their validity and effectiveness

Most of the PQCR findings/recommendations identified for the Probation Placement Unit were found to be beyond Probation's ability as funds and staffing are currently limited. Challenges the Probation Placement Unit faces are locating foster care homes for probationary youth. Recommendations from youth were to increase assistance to enroll in college, apply for financial aid and seek employment.

2. CSA 2009:

The CSA, second component of the C-CFSR process provides an opportunity for counties to complete a retrospective analysis of their local program operations and other systemic factors. To complete the CSA, input was obtained from approximately 1,000 participants who were employees of CFS Division of SSA and Probation and their respective stakeholders consisting of community partners, foster parents, group home staff, relative and non-relative caretakers, Court personnel, birth parents, CFS and Probation foster youth, law enforcement, Regional Center of Orange County and faith-based organizations. Information was obtained through individual interviews, focus groups, written questionnaires and surveys. Special efforts were

made to include and increase youth and parent participation by facilitation of additional focus groups, e-mailing of Survey Monkey and direct delivery of surveys to service providers that emphasized youth and parent services. (*See attachment A: 2009 County Self Assessment Participants for CFS/Probation*)

Additionally, data and comparative analysis of CWS Outcomes were provided with detailed descriptions of strengths, challenges and trends.

A. SSA-CFS provided the following findings from their focus groups, questionnaires, surveys and outcome measures.

- Strengths:
 1. The high quality of the CFS Staff, their professionalism, support, commitment and resourcefulness
 2. Strong collaborations with community partnerships with: faith based organizations, court, law enforcement, birth parents and school districts
 3. Early engagement of families through Team Decision Making (TDM) meetings (pre-removal), Ice Breakers, Parent Orientation, Parent Mentors and Family Support Workers
 4. Family Reunification meetings following 6 month review
 5. Supportive services such as Wraparound, CRISP and Multi-Dimensional Treatment Foster Care (MTFC) have been very helpful in keeping our families together
 6. Differential Response Unit and collaboration with Family Resource Centers (FRCs)
 7. Successful Adoption efforts: Heart Gallery, Adoption Consortium, Concurrent Planning & targeted recruitment
 8. In home supportive services
 9. Regionalized caseloads and “Meet & Greets” connecting workers and community resources
 10. Increased services to older foster youth through: Independent Living Program, Exit TDMs, THPP and THPP+ programs and Emancipation Planning conferences
 11. Creative Connection Program
 12. Indian Child Welfare Act (ICWA) unit and connection with Tribal Star Program
 13. CFS continues to increase placements with relative caregivers and keep sibling groups together
- Areas that need improvement:
 1. Need to increase community partner representation at TDM meetings and hold them in the communities families reside
 2. Improve Communication:
 - Between CFS programs
 - With CFS and the court, families, foster parents, youth, Department of Education and community partners
 3. Improve Collaboration with court:
 - Court ordered service plans for families need to be designed for their individual needs and have the flexibility to change as the families needs and situation change

- More consistent attention by court and social work staff to concurrent and permanency planning issues throughout the dependency process
 - Reduce court continuances to be able to comply with timelines
 - Provide resources that will be supportive and assist clients' completion of court ordered case plans
4. Families need access to resources in dealing with substance abuse issues
 5. Need to recruit and develop foster and adoptive resource families for siblings, older children, minor parents, special medical needs and to meet the cultural and racial needs of our children
 6. Increase support to caregivers:
 - Promote more caregiver involvement with Independent Living Skills development
 - Increase aftercare services to support placement needs and enhance stability
 - Provide 24-hour therapeutic support line for caregivers to help reduce placement disruptions
 - Continue to provide advanced training for foster and adoptive families
 - Bring back child care resources for caregivers
 - Reinstate respite program for caregivers
 7. Training Needs:
 - CFS workers need up-dated and on-going training to maintain effective testifying, court report writing, knowledge of the WIC and resources for clients
 - Continue to provide cross training with court and CFS staff
 - Continue to provide training to CFS staff on substance abuse, domestic violence, motivational interviewing and child and family engagement
- B. Probation provided the following findings from their surveys:
- Strengths:
 1. Probation Officer's dedication and knowledge to the youth
 2. Probation Officer's creative way of giving positive feed back and motivating youth to succeed
 3. Probation Officer's seek funds through Probation Community Action Association (PCAA) to assist youth with the purchase of their year books, letterman jackets, football programs, dance classless, etc.
 - Challenges
 1. Limited staff and budget

Recommendations:

1. Increase utilization of Mentors for youth
2. Increase visits between Deputy Probation Officers (DPOs) and the youth
3. Utilize a reward and positive acknowledgment system for tasks youth completed
4. Increase assistance in preparing youth to enter college, apply for financial aid and obtaining employment

3. SIP:

The SIP is the third and final component of the C-CFSR cycle. The CSA is used to assess SSA and Probation performance and challenges in the County. The CSA 2009, along with

information from the November 2008 PQCR will aid SSA and Probation in developing the SIP for the next three-year cycle, 2009-2012. The SIP represents a commitment to specific measurable improvements in CWS and Probation programs.

Based on findings from the PQCR and the CSA, CFS and Probation will focus development of the SIP for the period of 2009 – 2012 as follows:

A. SSA/CFS:

- Increase number of foster and adoptive families that will care for foster youth who are large sibling sets, older children, minors with children, youth who are preparing to emancipate and children with special medical needs
- Develop a matrix of training for resource families to assist in accessibility of resources and increased placement stability and services to children and families
- Develop a matrix of training for CFS staff to provide information of the WIC and Penal Codes, court testifying, court report writing, testifying, assessing and interviewing families
- CFS to collaborate with stakeholders and other community partners for clients and service providers to develop a matrix of resources.
- Increase participation of stakeholders and other community partners in developing and providing services for CFS clients that will assist in the completion of their court ordered services plans
- Develop and maintain community partnerships that include youth, birth parents, Indian Child and Welfare Services, and non-traditional partners such as local businesses and faith organizations
- Develop a workgroup to address feedback and information from the CSA to identify, prioritize and set goals in targeted areas

B. Probation:

- Increase number of foster and adoptive families that will care for probation youth
- Developing a comprehensive matrix of training offered to Probation staff providing information of the WIC and Penal Codes, court testifying, court report writing, testifying, assessing and interviewing families
- Increase contact with DPOs
- Increase utilization of Mentors to assist youth to enroll into college, apply for financial aid and employment

4. CFS Data Outcome Information and Analysis

(Refer to Attachment B: CWS Outcomes - At A Glance-April 2009)

SAFETY OUTCOMES

Children are, first and foremost, protected from abuse and neglect.

Child safety is the number one priority for Orange County CFS. Although outcome data for one safety factor (S1 No Recurrence of Maltreatment) has indicated some minor fluctuations and hovers just under the National standard; outcome data in the area of safety continues to be strong.

Strengths Contributing to Positive Outcomes:

With very few exceptions, Orange County CFS continues to maintain safety outcomes that are above the California State averages. Specific strengths include very low rates of abuse in foster care; consistently prompt agency response to reports of alleged child abuse or neglect; and timely social worker monthly visits to children receiving services from CFS.

Areas for Continued Improvement:

Outcome data for “No recurrence of maltreatment” has improved in the most recent quarters, although this data varies from quarter to quarter. Because safety of children is our number one priority, efforts to show further improvement in this area will require continued attention. Orange County CFS chose this outcome as one of its focus items for the 2006-2009 SIP. Additionally, No Recurrence of Maltreatment was chosen as the PQCR focus area for 2008.

PERMANENCY OUTCOMES

Children have permanency and stability in their living situations without increasing reentry to foster care.

Over the last four and a half years, CFS has focused efforts toward improving permanency and stability outcomes for children. Orange County consistently meets or exceeds the National Standard for reunification as assessed by composite measures C1. This performance is due in large part to the many new programs, policies and practices that were introduced during the 2004-2006 SIP period when Time to Reunification was a focus item. Improvements in the “timeliness” indicators of the Reunification Composite (C1) are positive indications of the successful implementation of best-practice policies, procedures, and services.

Orange County also consistently meets or exceeds the National Standard for adoption as assessed by composite measures C2. After dramatic improvements in the first review period, performance on all indicators of the Adoption Composite (C2) continue to consistently exceed the California State averages. As performance on C1 Reunification and C2 Adoption improved over the last several years, substantial numbers of children exited to permanency prior to 24 months and the population of children remaining in foster care longer than 24 months changed. This appears to have resulted in some initial declines in performance on composite C3 which assesses permanency outcomes for children in foster care longer than 24 months. However, Orange County continues to show improvement in the Long Term Foster Care composite (C3) with current performance at 96% of the National Standard.

Improving the stability of placements for children in out-of-home care was a focus item for the 2004-2006 SIP, continued as focus item for the 2007-2009 SIP and has been identified as one of the SIP goals for 2009-2012. Orange County has made considerable progress toward reaching the National Standard for placement stability as assessed by composite measure C4 and is currently at 93% of the National Standard. In the first review period, the percent of children experiencing no more than two placements in the first twelve months jumped from 69% to 84% (97% of the National target.) In the most recent review period attention has turned to increasing placement stability among children in care for more than 12 months.

Strengths Contributing to Positive Outcomes:

- Aggressive implementation of all four key strategies of Family to Family, including Team Decision Making (TDM), Building Community Partnerships (BCP),

Recruitment, Development and Support (RDS), and Self Evaluation Team (SET). Additionally, there has been an emphasis on the importance of relative and Non-Relative Extended Family Member (NREFM) placements with supportive services and resources. Supportive services and resources include First Step Assessment Center which diverts up to 41% of children coming into protective custody from entering Orangewood Children's Home (OCH); Dependency Drug Court (DDC) prioritizes substance abuse services for parents toward the goal of expediting reunification; Parent Leadership Program including Parents' Advisory Group and Parent Orientation meetings; Parent Mentorship Program provides early engagement with birth parents; Wraparound Team meetings for all at-risk placements involving children who participate in the Wraparound program and increased collaboration with court through cross trainings and monthly meetings.

- CFS Outcome Measures indicate 1) there is an increase in the number of children placed with relatives and siblings. 2) there is an increase in timely emergency responses and 3) that lesser numbers of children re-enter the dependency system after leaving foster care.

Areas for continued improvement:

- Increase implementation of Icebreaker meetings
- Increase use of TDM meetings and involve more community partners
- Increase placement of children in relative/NREFM and community-based homes
- Increase placement resources for adolescents, sibling groups and children with special needs
- Address disparities and disproportionality issues, including time to reunification for African American children
- Increase engagement of birth parents and youth in individualized case planning
- Increase substance abuse resources, including treatment programs that will allow children to reside with their birth parents
- Increase communication of resources available to children and their birth parents to assist with the completion of their court ordered service plans

FAMILY RELATIONSHIPS AND CONNECTIONS OUTCOMES

The family relationships and connections of the children served by Orange County Children and Family Services will be preserved, as appropriate.

Preserving family and community connections is a significant contributor to placement stability and the short and long-term wellbeing of children in foster care. Orange County CFS data continues to indicate significant increases for percent of placements in relative/NREFM homes and a reduction of initial placements in shelter/group homes. There also have been encouraging gains in the number of children who are placed with some or all of their siblings.

Strengths Contributing to Positive Outcomes:

Orange County continues to make every reasonable effort to place children with relative/NREFMs, siblings, and in their own community. There are community-specific recruitment efforts supported by the Recruitment, Development and Support (RDS) strategy

workgroup, as well as community-based Family Resource Centers (FRCs). Icebreaker meetings are increasing and the First Step Assessment Center provides children with a safe place to stay up to 23-hours while appropriate placements can be identified and assessed.

Areas for continued improvement:

- Increase placement resources within targeted communities
- Increase placement resources for large sibling groups
- Increase utilization of Icebreaker meetings
- Increase community partner participation at TDMs
- CFS Outcome Measures indicate that there is a need to decrease the number of placements a child experiences while a dependent to establish placement stability
- CFS Outcome Measures indicate that there is a need to decrease the amount of time it takes a family to reunify and establish permanency

WELL-BEING OUTCOMES

Youth emancipating from foster care are prepared to transition to adulthood.

Orange County's strong commitment to the continuing welfare of emancipating foster youth is evident in the quality and quantity of services provided to Independent Living Program (ILP)-eligible youth in the County.

Strengths Contributing to Positive Outcomes:

- Providing Transitional Housing Placement Program and Transitional Housing Program Plus
- Creating Family Connections
- Conducting Emancipation Meetings and Exit TDM meetings
- Implementing ILP database to track youth participation
- Orange County California Permanency for Youth Connection (CPYC)

Areas for continued improvement:

- Increase affordable housing
- Develop secondary programs to better prepare youth for the workforce
- Improve methods to gather data for this outcome
- Create and develop a youth advisory board
- Use of the Efforts to Outcomes (ETO) data base to track outcomes
- Use of the Transitional Independent Living Plan (TILP) and other planning tools

PROPOSED ACTION ITEMS

1. SIP goals list for 2009-2012: 1) No Recurrence of Maltreatment 2) Time to Reunification, and 3) Placement Stability
 - Identify strategies and rationale for each goal
 - Consider utilization of community partners and services provided to clients that may or may not be affected by budget constraints
 - Review SIP 2007: Outcome measures were No Recurrence of Maltreatment (C1) and 1-2 Placements in Foster Care (C4.1; C4.2; C4.3). What worked/did not work?

- Review SIP 2004: Outcome measures were Reunification within 12 months and 1-2 Placements in first 12 months of foster care. What worked/did not work?
- Identify which programs will provide services to reach these goals.
- 2. Develop sub-committee to Redesign Planning Council that will meet and provide information to the Redesign Planning Council regarding “PQCR, CSA, and SIP action items” for short-term and long-term goals.
- 3. Provide feedback to staff regarding information shared in PQCR, CSA, and SIP.

ATTACHMENTS:

- A. 2009 County Self Assessment Participants for CFS/Probation
- B. CWS Outcomes – At A Glance (April 2009)

ATTACHMENT A

2009 County Self Assessment Participants for CFS








PARTICIPANTS	Focus Groups	Questionnaires	Survey Monkey	Other Surveys	Interviews	Totals
Children & Family Services Staff	187	21	107	83		398
Family Self Sufficiency Staff	9		32			41
Adult Protective Services			5			5
Youth	4	47				51
Birth Parents	10	4	5	119		138
Foster Parents	51	28	7			86
Relative Caretakers		34				34
Court	15				1	16
Community Partners	93	14	66		2	175
Other			9			9
TOTAL PARTICIPANTS	369	148	231	202	3	953
Total # Focus Groups*	32					
Total # Community Partners	74					

2009 County Self Assessment Participants for Probation Department

PARTICIPANTS	Focus Groups	Questionnaires	Survey Monkey	Other Surveys	Interviews	Totals
Community Partners		5				
Group Home Administrators		21				
Parents		3				
Youth	18	57				
TOTAL PARTICIPANTS	18	86				104
Total # Focus Groups*	3					

2007 County Self Assessment Participants for CFS

PARTICIPANTS	Focus Groups	Questionnaires	Surveys	Interviews	Totals
Children & Family Services Staff	169	56		19	244
Family Self Sufficiency Staff		2			2
Youth	17	11			28
Birth Parents	30	5	30		65
Foster Parents	8	24			32
Relative Caretakers		26			26
Community Partners	93	34		6	133
TOTAL PARTICIPANTS	317	158	30	25	530
Total # Focus Groups	33				
Total # Community Partners	43				

 CWS Outcomes – At A Glance (April 2009) 						
	Measure	Status	Baseline %	Goal %	Present %	Rx for Continued Improvement***
Safety	Timely response immediate		99.4	>=90	99.1	• Expedited maltreatment referral processing and timely Emergency Response
	Timely response 10-day		92.1	>=90	96.1	• Staff capacity building • Accurate & expedited data entry processes • Regionalization
	Monthly social worker visits with child		86.8	>=90	94.2	• Continue required contacts, timely CWS/CMS data entry & monitoring
	No maltreatment in foster care		100.00	>=99.68	99.74	• Foster Care assessment, monitoring and support • SSW Visits
	No recurrence of maltreatment		94.2	>=94.6	93.7	• SDM • TDM • Differential Response (Path-2) • FRCs
Permanence	Children reunified within 12 months		58.2	>=75.2	61.7	• Expedited FR • Mutual client • Wrap • Drug Court • Permanency TDM
	Children adopted within 24 months		17.5	>=36.6	34.4	• Concurrent Planning Services • Multidisciplinary case reviews
	Children exiting to permanency after 24 months in care		35.3	>=29.1	24.1	• Building Family Connections
	No Re-entry within 12 months of exiting foster care		94.3	>=90.1	94.3	• TDM • Wraparound
Stability	Two or fewer placements: 8 days to 12 months in care		69	>=86	81	• First Step Assessment Center • Foster Parent Support, And
	Two or fewer placements: 12 to 24 months in care		45.3	>=65.4	62.9	• RAU • SCI • Child clothing allowances, And
	Two or fewer placements: at least 24 months in care		23.5	>=41.8	31.1	• TDM for all key decision making points • Ice Breakers
Well-being	Children's <u>point-in-time</u> (PIT) placement: relative		27.7	>=34.4 *	41.8 **	• First Step • "Parachute" case protocols
	Children's (PIT) placed with some or all of their siblings		66.7	>=71.5 *	74.3 **	• Focus on placing siblings together whenever possible.
Legend:  100% of target  <100% >95% of target  <95% >75% of target  <75% of target  Change from last quarter: No arrow, No Change						
Notes: *State Avg. **OC Avg. ***Select Acronym/Terminology Definitions on Reverse Side						